

Alumni Chapter Sharing

We are pleased to bring you the new “Alumni Chapter/Club” section of *TheLINK* where we introduce you to long-serving members of CEIBS’ alumni organisations as they share their experiences and lessons learned over the years. In this issue, we feature the CEIBS Shanghai Chapter (International), the Guangxi Alumni Chapter and the CEIBS Golf Club.

The CEIBS Alumni Association Shanghai Chapter (International) was established in November 2016, providing a “home” for the school’s English-speaking alumni. The Guangxi Alumni Chapter, though located thousands of miles away from the school’s main campuses, is a close-knit and friendly group of people who are full of positive energy. They are actively involved in supporting both their alma mater’s development and working for the public good. Persistence has paid off for the CEIBS Golf Club! After more than a decade of trying, they took the championship during the China Top Schools EMBA Golf League Competition.

Keep an eye out for this section in future issues as we bring you stories about other CEIBS alumni organisations. And be sure to drop us a line at alumnimagazine@ceibs.edu if you have content or story ideas to contribute.

International Alumni Association Spreads its Wings

■ By Verena Kohleick & Sneha Das

Launched last November as a “home” for English-speaking CEIBS alumni as they work with and within the wider CEIBS community, the CEIBS Alumni Association Shanghai Chapter (International) is now reaching out to the school’s graduates around the world.

The Chapter kicked off 2017 with an informal gathering of about 80 participants in Shanghai on January 15, followed by a February 23 networking event where CEIBS alumni connected with graduates from other noteworthy business schools. And they have a lot more planned for the rest of the year. On April 27, the CAI networking event will have a decidedly African flair as CEIBS students and alumni from Ghana and Nigeria spend the evening getting to know members of CEIBS Global EMBA15 and other Chapter members. Then in May, the Swiss Chapter will play host at a CAI event held at the FIFA World Museum in Zurich. Other activities planned for the rest of the year will include lectures by renowned speakers as well as company visits.

With alumni spread across 80

plus countries around the globe participating in the various events hosted by more than 60 alumni chapters, CEIBS is proud of its international alumni portfolio. Over the years many international alumni have opted to remain in China after graduation, and their numbers have now swelled to roughly 800. The CAI, where the working language is English, will strengthen the bonds among these alumni and the Chinese nationals who have also joined the Chapter in the spirit of creating a truly inclusive international platform that will play an active role in the wider CEIBS community. The CAI provides non-Chinese alumni with guidance and support related to the Chinese business environment, while also providing support for Chinese alumni exploring overseas opportunities and trying to connect with international corporations. “It is where global connections are made, international friendship is forged, and great minds and souls are nurtured,” said CAI President Jun Lee. “The inauguration of the CAI is yet another step towards CEIBS’ vision of being a truly



page 40 ►



EVENT HIGHLIGHTS

After a decision, at the end of 2015, to establish the CEIBS Alumni Association Shanghai Chapter (International), its first event was held in January 2016 and at least 10 more followed throughout the year. These included mixers, lectures and online sharing. Events attracted, on average, 70 to 100 participants. Some even had as many as 200 attendees – all before the chapter was officially launched. Here are some highlights:





**Yashasvi NAHATA, Bayer,
MBA17**

CEIBS alumni have been a great help through different stages of my MBA, from helping me land an internship at Bayer to welcoming me with open arms in Germany where I was posted after graduating. The alumni are very well connected and it was seamless for the Shanghai Chapter to help me connect to the German Chapter. I look forward to contributing to alumni activities in Germany."



Karla WANG, GEMBA16

"My classmates from GEMBA16 and I all had a fantastic time at the welcome party organised by the CEIBS International Alumni Chapter in the Fall of 2016. At the time, we had all just started our CEIBS journey, and what better way to usher in this new chapter of our lives than in the company of such a diverse and experienced group which included participants from the current MBA students all the way up to alumni with tons of 'war' stories to share. The 'China Depth, Global Breadth' of the group was palpable! A really nice way of welcoming us to the CEIBS family!"



Jennifer ZHAO, CEIBS Career Development Center

"The International Alumni Chapter not only bonds CEIBS' international alumni, but also creates a sense of connection and belonging to the school. It helps the MBA Programme and our students as well. We appreciate everything they have done: providing career opportunities, working as career mentors, speaking at career events... I'm so proud to be part of the CEIBS community. Together we make it stronger!"



Coco JIANG, FMBA14

"As an FMBA graduate of the CEIBS alumni family, I began to join International Chapter events after I had a course together with GEMBA 2014. I've studied and worked in the UK and Europe, and I've worked in China's financial markets for nearly 10 years but after actively participating in CEIBS International Chapter events I feel I am on the verge of a 'new career'! Looking ahead, if we work together on more interesting events that enhance communication among MBA, GEMBA and FMBA we will see more opportunities, more friendships, more successful businesses, and even more fruitful careers!"



HOW TO JOIN

Join all or any of our community groups and remember to check out the school newsletter for CAI event information.

- **WeChat Group:** As per WeChat policy, group membership is by invitation only. Contact the Chapter's Management Committee or any existing CAI WeChat Group member for an invitation.

- **LinkedIn Group:** <https://www.linkedin.com/groups/8454554>

- **Facebook Group (Alumni only):** CEIBS Alumni Association Shanghai Chapter (International) <https://www.facebook.com/groups/1213588758685070/>

- Facebook page (public): CEIBS Alumni Association Shanghai Chapter – International <https://www.facebook.com/CEIBS-Alumni-Association-Shanghai-Chapter-International-1795146410700111/>

The CAI is always looking for volunteers. If you would like to be an active member of the Chapter's Management Committee, or if you have ideas for its future development, contact them now!

Email: international.alumni@ceibs.edu

WeChat: CEIBSCAIC



CHAPTER COUNCIL:

President: Jun Lee (GEMBA13)

Vice President: Alanna Shi (MBA06)

Vice President: Michele Comacchio (GEMBA12)

Vice President: Vijay Nadipineni (MBA14)

Secretary General: Margaret Kan (MBA08)

COO: Cedric Devroye (GEMBA15)

MEMBERS:

Jay Ha (GEMBA14)

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Anant Mithal (MBA18)

Lily Li (MBA15)

Dora Li (MBA08)

Dante Bustos (GEMBA16)

Remi Te (GEMBA16)

AMBASSADORS:

Yashasvi Nahata (MBA17)

Tara Kwon (MBA16)

Rohan Kamath (MBA16)

international business school.”

Like many other CEIBS alumni organisations, the international chapter is part of the broader Shanghai Chapter. However there is one distinction, the group has firm global ambitions. Alumni around the world are encouraged to become a part of the network to help strengthen the Global Breadth of resource sharing and social interaction.

With support from the CEIBS

Alumni Office, the Chapter works to connect international alumni with Chinese-speaking members of domestic alumni chapters. There are also current students among the membership, ensuring that there is a smooth transition and continuity in the Chapter's organisational structure as new alumni are added to the school's 19,000-strong network. The CAI's aim is to support all alumni related activities by coordinating networking events, academic sessions and

other social activities while promoting shared interests as well as the experiences of its members.

Since December 2015, the Chapter has organised over 10 events of various types and sizes – from networking events/mixers/lectures with 80-200 attendees and dinner gatherings with 20-30 people to a WeChat online info-session for charity. The CAI has two official WeChat groups with over 700 members.



Welcome Australia & New Zealand Chapter

CEIBS welcomed its 17th overseas alumni chapter on February 4 with a launch ceremony at Sheraton on the Park Hotel in Sydney, Australia to inaugurate the CEIBS Alumni Chapter Australia and New Zealand. More than 100 alumni based in the two countries attended, as did the educational counsellor of the Consulate-General of China in Sydney Mr Niu Wenqi and the China Consultant for Virgin Australia Mr Cai Yuan. CEIBS President Professor Li Mingjun delivered his congratulations via video. Mr Niu Qiwen and CEIBS Assistant President and Management Committee Member Dr Snow Zhou also addressed the attendees, and Deputy Director of Alumni Relations Office Ms Tanya Fu announced the first council members. Santander Chair in Economics and Finance Professor Xu Xiaonian gave a speech titled "From Capital Accumulation to Technology Innovation". Chapter President Zhang Feng spoke about the achievements made by CEIBS alumni in Australia while CEIBS Alumni Chapter US President Cai Chengyu and Vancouver Chapter President Song Yi were also on hand to welcome the new Chapter.

Nine CEIBS Alumni Associations Co-host 2017 New Year Meeting

Nine CEIBS Alumni Chapters and Industrial Associations co-hosted the 2017 New Year meeting on January 15 by the Huangpu River in Shanghai which was attended by more than 170 alumni. The organisers were: Lujiazui-Huangpu Joint Chapter, Zhangjiang Chapter, Jing'an Chapter, US Chapter, Rural Commercial Association, and Mobile Internet Association, along with the Putuo Chapter, Minhang Chapter, and Sports Association which are still being organised. The meeting included lectures about health and investment, as well as an evening party organised by Zhan Hong, Zeng Minghua and others that featured more than 10 performances by various alumni.

Guangxi Alumni Chapter: Far away but close to our hearts

■ By Lei Na

With its capital city Nanning located about 2,000 km away from Shanghai and 2,500 km away from Beijing, Guangxi Zhuang Autonomous Region is a literal example of the saying “thousands of miles away”. The distance means nothing, though, to a group of CEIBS alumni who call Guangxi home. Despite their distance from the school’s two China campuses, they have steadily supported their alma mater’s development and the public good. Among the mountains and rivers of their hometown, they have been living CEIBS’ motto of “Conscientiousness, Innovation and Excellence”.



Li Qingfeng (AMP 01) is Secretary of CEIBS Alumni Association Guangxi Chapter and as one of the founding members, he has witnessed its evolution. In an interview with *TheLINK*, he speaks about the work

being done by the Chapter which at first glance seems distant, but is actually very closely linked to the school.

***TheLINK:* Tell us a bit about the growth and development of the CEIBS Alumni Association Guangxi Chapter.**

The Chapter was established on December 18, 2010. At that time, it had 34 members, and we happened to be the 34th alumni chapter of CEIBS. The coincidence in the numbers was quite interesting to see.

CEIBS alumni in Guangxi are mainly based in cities such as Nanning, Liuzhou, Guilin, and Beihai. There is one president and one vice president in Nanning, and in other cities there is one vice president and one deputy secretary general. If there’s an event coming up, all the cities take turn to act as organisers. We don’t have many alumni, but we are a close family. In recent years CEIBS has seen a rapid growth in the number of alumni in Guangxi. Now the chapter

has more than 80 members.

Every year, the school asks us to hold a CEIBS forum. We have had lectures from Professors Xu Xiaonian, Ding Yuan, Katherine Xin, and Xu Dingbo. Professor Lin Chen has also visited recently. With the school's support, we have held many forums and public lectures, as well as a series of activities for the public good. Now more and more Guangxi entrepreneurs are becoming familiar with CEIBS. In the future, we hope there will be more events in Guangxi because the government has a series of favourable policies for entrepreneurship in the region, and we are still in need of more knowledge and information.

TheLINK: What has motivated you all to spend so much time building the Chapter?

We are a very closely knit chapter. We see each other as brothers and sisters. We enjoy an exceptionally harmonious relationship. I am not the only one who's giving, even though I am the Secretary. It's team work; there's a group of people dedicated to this cause. The alumni who often work with me include the former President Sun Daguang; Vice Presidents Xiao Kai'ning, Wei Feiyan, and Luo Xin; Directors Yang Qin, Jiao Nianmin, Gan Lin; along with Deputy Secretary Generals Sun Xiaobing, Liu Zhenkun and Lu Jinsheng.

Every quarter we have one event; we either invite professors for lectures or visit an alumni company. Though working for the Chapter may keep

me really busy, I also learn a lot from fellow alumni and the events. People may say we have made a great contribution to the Chapter, but actually the Chapter has also returned the favour.



*More and more
Guangxi entrepreneurs
are becoming familiar
with CEIBS.*



Each time we have an event, I am moved by the spirit and generosity of our alumni. Sometimes some alumni are unable to attend the event, but they still ask if there's anything they can do to help – either by giving financially or with their labour. This attitude is shared by everyone, and we don't have any excuse not to make every effort to make the Chapter better. The Chapter also helps us in our professional lives as we can turn to each other for advice when faced with challenges on the job. That is another reason I am so in love with this Chapter.

TheLINK: What are the typical traits of members of the Guangxi Chapter?

CEIBS' alumni, to some extent, are influential in Guangxi. In the area

of entrepreneurship, we have people from all walks of life. Chapter Vice President Wei Feiyan is the Chairman of Guangxi Huahong Pharmaceutical Co, Ltd; Vice President Luo Xin and Director Yang Qin are both prestigious real estate entrepreneurs; Jiao Nianmin is the “Sugar King” in China; Wu Xunxian's dental medical devices enjoy a good reputation in the industry and are among the best in the world; the “Hanger King” Lu Jinsheng is a hidden champion; Li Fuchao is running a listed company which makes automobile parts; and Xiao Kai'ning is a big name in Guangxi's education industry.

There are only two or three alumni in Guangxi investing in real estate; most of us – including me – are in the manufacturing industry. Now all the companies are transforming and going into intelligent manufacturing. I believe that many of them will succeed in the transformation. I am very confident in this industry. My company specialises in gloves – those used when playing golf, skiing, mountain biking, etc. We have also set the standards for the cut-resistant and pierce-proof gloves used by the Chinese police. It has been challenging in recent years, but with increasing investment in automation and design innovation, many Guangxi alumni in the manufacturing industry are bound to see a better future!

TheLINK: How does the Chapter give back to society?

Our alumna Wei Feiyan invested

MY CEIBS EXPERIENCE AS TOLD BY LI QINGFENG

“I began life as an entrepreneur as early as 1998. Before that I had spent five years doing exporting at a foreign trade company. For my business, I specialised in glove manufacturing. Fortunately for me, a state-owned company closed down just as I began operating, and I rented their factory and hired a few skilled hands. It was a prime time for the export business. After one or two years, I earned my first ‘bucket of gold’. The company grew smoothly, step by step. The only setback occurred in 2008, when we had a lot of unwanted inventory due to the financial crisis. But after 2009, business gradually picked up again. Though the company operates on a relatively small scale, it is among the best in its industry segment.

At the very beginning I did an export marketing programme at CEIBS. I found the professors’ teaching to be exceptionally incisive and the campus was really beautiful. I did some research into the school and was pleased with the results, so I applied for the CEIBS AMP programme.

I had led my company for 10 years, and had earned a name for myself in my part of the country. But after I enrolled at CEIBS, it dawned on me that there were so many entrepreneurs who were better than I was. When I returned to Guangxi, I told everyone that only by going out can one find his/her real position.

When I was studying at CEIBS, I had to do homework every evening and had to visit other companies. This rigorous and studious atmosphere made me admire the school.

Later I became Secretary of CEIBS Alumni Association Guangxi Chapter, and kept in touch with the school, recommending excellent candidates as well as promoting its programmes. The more I engage with and interact with the school, the more I love CEIBS. We are all equal under the CEIBS umbrella, and we communicate with each other wholeheartedly. After AMP, I attended the SEPC Programme (CEIBS-HBS-TSEM Joint Senior Executive Programme– China). After that, I

have returned to the school from time to time, attending short-term programmes on negotiation management, project management, etc. Each time I learn something new. Usually the professors’ viewpoints inspire me to come up with new solutions for my company.

Eleven years have passed since I first joined CEIBS in 2005. Many competitors have stumbled along the way, but our company is still in good shape. This is because of the management knowledge I’ve obtained at CEIBS. I’m extremely grateful.

I am currently the President of Beihai Young Entrepreneurs Association. Almost all of the entrepreneurs under the age of 45 in Beihai are in this organisation. Last year, I recommended two entrepreneurs from the association to CEIBS AMP programme, and I will try to recommend two persons every year in the future. After they attend the course, they are very grateful to me – and to CEIBS. At CEIBS they learn how vast the world is. I have noticed that some of the entrepreneurs tend to be more rigorous, studious and optimistic after attending CEIBS programmes; also, they become more confident in their companies’ development direction.

To be frank, Guangxi entrepreneurs are relatively unsophisticated. I often suggest that the enrolment criteria for them should be lower than that for Shanghai entrepreneurs. Someone can be a top entrepreneur in his local region, but due to disadvantageous conditions, the scale of his company cannot reach the same level as those in Shanghai. In big cities, one has a huge room of choices, while entrepreneurs in the second- or third-tier cities have fewer channels of information. After reaching a certain scale, they will be in dire need of study. On one hand, they need to learn how to apply new methods and ideas taught by professors; on the other hand, they need to learn from alumni – everyone is a book, and sharing among alumni is no less valuable than professors’ lectures.”

a half million yuan and built a Hope Primary School in Zhiliao Village, located in Hongshui Town, part of Rongshui Miao Autonomous County, in Guangxi's Liuzhou City. The Chapter takes care of the basic facilities and teaching supplies. We have also set up a fund for this, with every share worth RMB5,000. We invited alumni to purchase shares, and each person could purchase no more than 20 shares. Through this initiative, we raised more than RMB2 million which we used to establish the fund. Two alumni from the finance sector are in charge of the fund, assuring an annual return of 12%. That means our 'public good' fund can earn over RMB200,000 every year. With this money, it will be easy to sustain this project. To put it in another way, with this fund we have solved the problem of the Chapter's sustainable development.

We have been helping the wider society for seven years, mainly by supporting this Hope Primary School. The first year I went there, I could barely drive up the hill because the road was so bad. It took me five hours to walk up and down the hill. Later my driver managed to drive up. However it was too slippery and he didn't dare to drive the car down the hill. In the past seven years, we have seen the school improve bit by bit. Muddy grounds were replaced by concrete floors, and the environment was also enhanced. Basic facilities have almost been completed. There are teachers of Chinese and mathematics, but we are

still looking for teachers of fine arts and music. The Miao people are talented in singing and dancing. We have been there with our kids during the vacation and watched the locals' performances. It was great fun. Public good activities are also a source of enlightenment for the alumni's next generation.

We have reached a consensus within the Chapter. We have agreed that we will keep investing in the public good fund, which will be focused on this Hope Primary School. We are also thinking about how to help the local farmers grow rice in an environmentally-friendly way. This project is now being discussed with the head of the village. We bought some produce from them for Chinese New Year. By doing this, on one hand, we can help them get rid of poverty; on the other hand, the produce is really good and we either use it ourselves or as gifts for our employees. We hope to help this place in many ways. Our target is to transform it within 10 years. Now seven years have passed, and I believe this goal will be achieved in a couple of years.

TheLINK: What's ahead for the Chapter?

First, we will more proactively help to gain brand exposure for our alma mater and recommend more excellent entrepreneurs in Guangxi to CEIBS,



so as to strengthen the school's alumni network. This is something we believe the Chapter has an obligation to do.

Second, we will keep on doing what we can for the public good, which can be a way to educate our next generation to have a sense of social responsibility from a young age; it is also a way to groom our successors.

Third, we will continue to strengthen exchanges among our alumni, moving forward with our spirit of learning and consolidating our knowledge. Although we have alumni company visits and forums every quarter, we still hope to host more events. Whether these are forums or study tours, we will provide more opportunities for our alumni to exchange ideas.

Finally, we will integrate alumni resources via more events, so that members can help each other; it would be even greater if alumni can work together in business. Of course these kinds of exchanges should not only happen in our professional lives, but also among the families of our alumni; in fact many of our alumni's children are already friends with each other.

Old School Ties More Valuable than a Championship

Meet CEIBS Alumni Golf Club Team Captain Wang Tong

■ By Lei Na

2016 China Top Business Schools EMBA Golf League Final Competition

CEIBS Alumni Golf Club School Team Members:

Wang Tong, Xu Hongwei, Jiang Guangcheng, Gao Zhen, Xu Xuejun, Zhu Ming, Huang Yuanjiang, Wang Yi, Wang Daming, Yin Wei, Jia Huiqin, Lang Wangkai and Wang Hongjie.

When the results of the 18th China Top Business Schools EMBA Golf League CIFI Cup Competition were announced last October, the CEIBS Alumni Golf Club enthusiastically cheered their victory. They held up their glasses and toasted each other; their applause shook the venue. As one of the founders of this league competition, the CEIBS Alumni Golf Club has participated in every contest. However, during the 17 previous ones the CEIBS team always lost the match in the end. This winning moment was a long time coming.

In 2013, the leaders of the CEIBS Alumni Golf Club branches in East, North and South China suggested that

Wang Tong (EMBA 2003) captain the Club's School Team, which represents the Club in external competitions. Under his leadership, the School Team introduced a selection system, which increased alumni's sense of honour, helped attract talented golfers, and finally resulted in the team clinching the long-dreamed-of championship of the League Competition in 2016. According to Wang Tong, CEIBS' "合" (which means cohesion) culture and the atmosphere of unity and mutual assistance in the alumni community played a key role in this accomplishment.

Read on for *TheLINK's* exclusive interview with CEIBS Alumni Golf Club Team Captain Wang Tong.



TheLINK: When did you begin playing golf? Why do you love the game?

My first encounter with golf was in 2002. Its slow tempo allows for conversations during a match, which makes golf a sport that is ideal for business people. It is also very challenging. It requires both strength and precision. It's a very complicated sport.

TheLINK: How did you become captain of CEIBS Golf Team?

The CEIBS Alumni Golf Club has branches in East, North and South China. The three branches have their own competitions every year: the President's Cup in East China, the Great Wall Cup in North China and the Lunar New Year Cup in South China. CEIBS alumni who like golf naturally join the club. The club set up the CEIBS School Team in order to prepare for the China Top Business Schools EMBA Golf League Competitions. At first, the team comprised members that were sent by the three branches. In order to improve the school team's performance, during the President's Cup competition in 2013, the leaders from the three branches suggested that I take the position of team captain. I had been an active member of the team and frequently participated in many competitions. I thought it was also an opportunity for me to make a contribution to the alumni community, so I happily accepted.

TheLINK: What measures have you taken to build the strength of the CEIBS team?

Once I was selected as team captain,

I felt I had to make an effort to lead the team to make some achievements. As you know, CEIBS alumni are busy people, and many of them are entrepreneurs or executives. So it's hard to manage the team. However, I was also aware that CEIBS alumni love their alma mater. So I began by rousing everyone's passion and sense of honour. Next I established a mechanism to select and enrol team members, instead of continuing with the previous system, which relied totally on alumni availability. More than 20 people signed up for the CEIBS Alumni Golf Club School Team's qualifiers in 2013 and 10 won a place on the team that participated in [the China Top Business Schools EMBA Golf League Competition]. The team won second place that year.

Now there are more than 50 alumni who sign up to compete for a place on the School Team. They are all highly-skilled golfers; however, every year the School Team members are chosen through qualifying matches. Many alumni are leaders in their companies, but when they succeed in the qualifiers, they will post it on their WeChat Moments and they regard this as a hard-won honour. Because of this sense of honour, every year we have gotten many alumni sponsors who have helped us improve our accommodations, reception, uniforms, and equipment.

TheLINK: What are the main reasons why CEIBS won the League Competition this time?

Good luck played a role, of course. Year 2016 marked my fourth year as



I began by rousing everyone's passion and sense of honour.



the CEIBS Golf School Team Captain, I have seen the team win two second place and two third place finishes in the past three years. In general, CEIBS is already among the top of business schools' golf teams. The foremost reason for our championship this year is the expansion of the club. Thanks to the School Team's selection system, there has been increased interaction between the three branches of the Golf Club. In the past, alumni were not used to travelling to other cities in order to attend a club event. Now when events are held in East China, North China or South China, we tend to limit the number of local alumni participants and reserve more places for people travelling from other regions. With more and more people joining these events, an increasing number of qualified alumni are attracted to the Club.

We attach great importance to team spirit, since it's not a game played by individuals, but one based on teamwork. The first day of the competition was four-ball match play, and the second day it became a two-ball match. The members of the school team have met each other at the Club's events many times over the years. After they became familiar with each other, they began



to play golf together more often, and got to know each other even better. This championship can also be greatly attributed to this familiarity between team members.

Last but not least, I'd like to extend thanks to the alumni for their sponsorship and to the school for its support.

***TheLINK:* Are there any specific strategies that are helpful on the golf course?**

Certainly the players need to have good skills and know how to work with each other, although this is also a strategy adopted by other business schools. During the match, our biggest advantage was our strong team spirit. We encouraged each other, but were not overly elated by success nor disturbed by failure. Alumni travelled a great distance to cheer for the players. The atmosphere was exceptionally good, making the players feel supported.

***TheLINK:* What is next for CEIBS Golf Club?**

Everyone was happy after winning the match. I think this will greatly promote the development of the CEIBS Alumni Golf Club, which will encourage more people to join in, and the long-time members to polish their skills. This is good for the long-term development of the organisation. In future, we will fight for every championship for sure. However I think the ultimate goal is to promote communication and exchanges among golf lovers in the CEIBS alumni

community. Old school ties are more valuable than the championship itself.

***TheLINK:* How do you keep work-life balance while taking care of Club business?**

I love CEIBS, and I'm fond of golf. Taking responsibility for something means spending time on it. However, I am not the only contributor. Everyone is giving. The Club heads and secretaries in the three locations have certainly made more contributions than I have. Alumni such as Lu Wenchun, Lang Wangkai, Wu Weizhi and Liang Qihua have helped a lot to build the school team. Other major contributors include our main alumni sponsors such as Shang Wangyi, Wang Hongjie, Weng Wenbiao, and Shao Yang.

In 2016 we hosted the qualifiers in the East China region under the leadership of our alumnus Tang Yuhua. The participants were from nine higher education institutions including Fudan University and Shanghai Jiaotong University. Tang Yuhua has dedicated a lot to the organisation of these qualifiers.

Special thanks also go to the secretary of our School Team, Yang Zhan. Although she is not a CEIBS alumnus, she is a golf expert. She has helped the CEIBS Alumni Golf Club School Team organise many competitions and has great affection for CEIBS.



During the match, our biggest advantage was our strong team spirit.



CEIBS Around the World

Highlights from our 5 locations



CEIBS Launches Case Master Development Camp

In an effort to raise the quantity and quality of China-focused case studies and elevate the level of business education in China through use of the Case Method, the CEIBS Case Center has created the CEIBS Case Master Development Camp together with ChinaCases.org

and the Shanghai MBA Case Development and Sharing Platform. Formerly known as the Case Method Workshop, the Camp gives participants a first-hand experience of the case teaching and case learning process and a deeper understanding of the case

teaching method through step-by-step analyses of case studies with CEIBS faculty. Two Camps were held in November and December 2016 at the Shanghai Campus, the first conducted in English and the second in Chinese, for faculty at business schools in China and abroad.



Beijing Campus Celebrates CEIBS 22nd Anniversary

Expert lectures on economic management, natural science and liberal arts, respectively by Former ICBC Chairman Mr Jiang Jianqing; Peking University Lifetime Chair Professor

Mr Rao Yi who is also Director of the Department of Science; and Publisher & Chief Editor of *Duku* magazine Mr Zhang Lixian were among the highlights of the Beijing Campus celebration to

mark CEIBS' 22nd anniversary held on November 26. CEIBS Associate Dean, Management Committee member and Essilor Chair in Accounting Prof Xu Dingbo attended.



Prof Gong Yan Keynotes Guangzhou Management Forum

The lean start-up philosophy was the focus of a keynote lecture titled “Value Revolution: Reconstructing the

Business Model” given by Professor of Management Practice Gong Yan at the Management Forum held in

Guangzhou on December 8. Around 400 CEIBS alumni and local entrepreneurs attended.



Zurich Campus Hosts Swiss-Chinese Chamber's Advisory Board Meeting

CEIBS Vice President and Dean Professor Ding Yuan gave the keynote address at the Advisory Board Meeting of the Swiss-Chinese Chamber of Commerce (SCCC) which was held on January 25 at the school's Zurich Campus. Discussions at the meeting provided invaluable insights from Chinese President Xi Jinping's state visit to Switzerland and the recently concluded World Economic Forum in Davos.

CEIBS has been deepening its ties with and within the Swiss business community since the October 2015

acquisition of the Lorange Institute of Business, Zurich, which has now been fully integrated into CEIBS' wider operations under the name Zurich Institute of Business Education (ZIBE). Dean Ding is a member of the advisory board of the SCCC, whose ranks include representatives from all the major business organisations in Switzerland. ZIBE CEO Philipp Boksberger is a member of the SCCC's management board.

CEIBS' deepening relationships in Switzerland reflect the increasingly strong Sino-Swiss ties seen at the

national level. For example, last April CEIBS' Shanghai Campus was the final stop for Swiss President Johann N Schneider-Ammann on his three-day official state visit to China. He gave a keynote speech at the CEIBS-hosted Sino-Swiss Innovation Forum that was followed by a networking session for business executives from both countries. President Xi Jinping's first overseas trip for 2017 was to Switzerland, a move widely interpreted as an indicator of the importance the Chinese government places on its relationship with Switzerland.

102 New Graduates from Accra Campus

The 7th graduation ceremony for CEIBS Accra Campus was held January 21, 2017, adding 102 new graduates to the school's 19,000+ alumni network that stretches across more than 80 countries around the world. The group included nationals from Nigeria, Lebanon, China, Germany, Ivory Coast, Cameroon, Benin, Sudan, Burundi and Ghana. The ceremony, which took place at the Ghana College of Physicians and Surgeons in

Accra, was a proud moment for the professionals and business executives graduating: 44 from the Executive Master of Business Administration (EMBA) and 58 from the Women in Entrepreneurship and Leadership for Africa (WELA) Programme.

CEIBS Vice President and Dean Professor Ding Yuan attended the ceremony, along with the Chinese Ambassador to Ghana, H.E Sun

Baohong; EU Ambassador to Ghana, H.E William Hanna; Sudanese Ambassador to Ghana, H.E Babikir Elsidding Elamin; and Executive Director for CEIBS Africa, Professor Mathew Tsamenyi. The guest speaker was Mr Claude Grunitzky, Founder and Editor-in-Chief of the lifestyle publication TRACE, an international fashion and music title, and Co-founder of the TRACE TV network.



Spotlight on Zurich Campus

■ By Lukas Tonetto

Two years after CEIBS acquired the Lorange Institute of Business Zurich (LIBZ) from iconic academic Peter Lorange, the light touch approach to integrating the LIBZ

into CEIBS' wider operations is well advanced. It now has a new name, the Zurich Institute of Business Education (ZIBE), and last year welcomed its first Global EMBA class, nine study tour groups, numerous short-term executive education courses, hosted the annual CEIBS European Alumni Reunion and helped CEIBS cement its presence in Europe.

CEIBS' expansion into Switzerland coincides with increasingly strong Sino-Swiss ties, evidenced by last April's three-day state visit to China by Swiss President Johann N Schneider-Ammann and this January's state visit to Switzerland by Chinese President Xi Jinping – including his opening address at the World Economic Forum in Davos.

We caught up with ZIBE (the former LIBZ) Honorary President Peter Lorange, who is now Co-Chairman of





CEIBS International Advisory Board, and asked him three questions about how, against the backdrop of Sino-Swiss ties, CEIBS' Zurich Campus is evolving. Read on for more:

What role can CEIBS' operations in Zurich play in fostering the already deep ties between Switzerland and China?

There is a lot of political momentum, right now, which will benefit the CEIBS Zurich Campus. I am convinced that the Zurich Institute of Business Education (ZIBE) can become a hub that links the two cultures. Chinese companies have invested heavily in Europe – buying Eterna, Saurer, SR Technics, Swissport and other companies – and the ZIBE has a realistic chance of playing a central role as both sides explore future opportunities to work together.

The CEIBS Zurich Campus is located in the heart of Europe close to all the important cities. For Europeans, we are a familiar place. Even more importantly we are very light on red



We leverage the strengths of both sides as we work towards a common goal.



tape, on bureaucracy – in brief, we are an ideal place for executives to meet and exchange ideas.

One of the reasons I chose to sell the Lorange Institute of Business Zurich to CEIBS was my certainty that

CEIBS would continue with what the team in Zurich, under the leadership of our CEO/President Philipp Boksberger, had built. As a member of the EFMD Board I roughly knew CEIBS' impressive strategy when I was considering the sale, and they respected our own international strategy. Now, we leverage the strengths of both sides as we work towards a common goal.

Globalisation is a vital part of CEIBS' goals for the next five years. What are some of the specific courses/events that have been offered or will be offered at CEIBS' Zurich Campus that are in line with this globalisation push?

We will continue to engage with alumni and students from Africa, Asia and Europe. All our programmes and offerings are in line with the school's overall focus on globalisation.

Roughly one-third of our



participants come from each of the three continents I just mentioned, and that is simply wonderful. It is particularly interesting to see how much richer the learning process becomes in an international environment. This is, for all parties involved, a truly great learning experience.

The most important offering is not a programme, but the cross-cultural understanding that this learning environment will foster. If I partnered with Europeans and opened a business in China, we would be wiped out in no time because we lack the necessary know-how about how to do business in China. And the same is true the other way around for Chinese doing business in Africa or Europe. Programme

participants who come to the CEIBS Zurich Campus can engage in dialogue and understand what makes each other tick.

What is the major strength of the CEIBS Zurich Campus and how does this benefit the overall CEIBS brand?

As Co-Chairman of CEIBS' International Advisory Board, I can say that CEIBS is a strongly classical-oriented school with strong professors in the axiomatic fields such as marketing, finance, leadership, etc. At the Zurich Institute of Business Education (ZIBE) we cover much of these fields using a blended learning approach. Theory is covered by individual preparatory work, based

on our virtual learning environment, while the practical aspects are explored in depth with the guidance of a visiting faculty made up of world-class professors. So we complement each other in Zurich and Shanghai. Many other schools tend to think that they are international, but these schools only teach cross-cultural thinking from afar. We, on the other hand, engage in face-to-face dialogue; and that is much more valuable than reading some articles about cultural behaviour. We are all communicating on equal terms and we all benefit from engaging with each other. This face-to-face interaction is probably the greatest benefit and that is why it is very important for CEIBS to have campuses abroad.

Professor Xu Xiaonian: A favour given is a blessing received



■ By Lei Na

Professor Xu Xiaonian doesn't show his fondness for children with mundane gestures such as the good-natured pinching of a plump infant's cheek. His actions and feelings go a lot deeper. He cannot bear, for example, to see the young and vulnerable hurt in any way. This is a

closely guarded clue to his 'other' life, the tender and gentle *Uncle Xu*, as opposed to the well-known academic and economist extraordinaire *Professor Xu*.

It is this Uncle Xu who still has vivid memories of being in the hospital waiting for word on the condition of two children who were receiving medical treatment in the aftermath of the Wenchuan earthquake in 2008. The boy had lost both his legs and the girl had broken her right leg and arm; together with CEIBS alumni Prof Xu had donated funds to pay for their treatment. As he saw the children being wheeled to him, caught in the moonlight of a chilly Beijing evening, his eyes filled with tears long before he could take them in his arms. "Uncle Xu," were the only words the young girl managed to sigh before her tears came. This is an image that haunts Prof Xu; he simply cannot erase the scene from his mind. He too is a father, and seeing children suffer makes him think of his own daughter. He finds it unbearable to look at pictures the wounded girl took before the earthquake, back when she was "whole". The images reduce him to agonised moans of frustration because there is only so much he can do and no more. He is, after all, a mere mortal.

When we sat down to discuss his acts of kindness, Professor Xu was reluctant

to mention what he does to help those in need. Instead, he would repeatedly emphasise that we should thank the children. It is the trust and appreciation they show, he says, that brings him joy and satisfaction. “When I was in Tibet, I saw the eyes of the children there. They were as pure as the water from a pristine lake,” he recalls. He believes that children are our salvation in a vanity-filled world; that their innocence provides a sanctuary against the vulgarity and fickleness that too often surrounds us.

CEIBS alumnus Deng Fei (EMBA 2013) who is renowned for his many public welfare initiatives, such as the Free Lunch for Children project he founded, has been a beneficiary of Prof Xu’s philanthropy. He helped Deng Fei earn a scholarship to study at CEIBS, and paid the portion of his tuition fees not covered by the scholarship. “If he was an entrepreneur or a corporate executive, I would not have done that, but Deng Fei is a man devoted to the public welfare, so when he could not afford to pay tuition fees, I gave him a hand,” Prof Xu explains.

Though a renowned economist, Prof Xu sometimes goes against the laws of economics when doing things, as if he is still a child at heart, and through his philanthropy he can maintain that child-like hope and innocence. As he explained to *TheLINK* in a recent interview, to him, giving is taking. His philanthropy shows us that wisdom will give birth to kindness, with charity for all, and that a man of wisdom should always be ready to help the needy help themselves.

***TheLINK*: You recommended the book *The Virtue of Selfishness* during a**

speech you gave, and you said that only selfish people can do philanthropy without giving up. Can you explain what you mean by this?

I think that when you are engaged in philanthropic activities there is a paradox, you actually do it for yourself, not merely for the community, you are following your heart. It doesn’t matter whether you get credit or you are criticised. Unless your aim is to arouse public awareness: then you can be high-profile, doing environmental conservation and the like.

Following the “5.12” earthquake, I participated in several philanthropic



activities to help the children in Wenchuan. I did all this for myself. I learned a lot, I was helping myself by helping the children. The children there trust me, they would tell me everything; it is the kind of communication you don't find anywhere else. I have no intention of asking others to do philanthropic works with me; I just want everyone to follow their own heart, to let their conscience be their guide.

TheLINK: You travelled to many remote areas while doing philanthropic work. Are you doing field research on Chinese society at the same time?

It wasn't my goal, but yes I do. When you are actually in the countryside, you almost always find out something new about the local economic situation and provincial life. In fact, this has had an impact on my research. For example, when I went to southern Shaanxi Province, my initial impression was that the local villages were mostly empty, with only the elderly still living there. But I soon met a young man in his twenties. I asked him why he had stayed while everyone else was leaving. He said that he had been working in a mine when one of his fellow workers died in a mining accident. Upon hearing of this death his mother phoned him, and tearfully begged him to return home to stay with her, saying she couldn't bear the thought of losing her son. So he lives at home, though he hasn't made a penny, as he hasn't found a job in the countryside.

A sad story isn't it? To my surprise, the village is not without its advantages. It abounds in natural resources; they produce kiwi fruit and honey, only

they had not found a way to ship their products and sell them to the cities. If they could, the villagers would make money, and urban residents would have natural and healthy food to eat.

TheLINK: Was this the basis of Deng Fei's e-agricultural Programme?

After I returned from the southern Shaanxi countryside, I had the idea to commercialise the e-agriculture Programme. If they could find a way to reach the urban market, the organic agricultural products of southern Shaanxi are sure to sell well. But before this can happen the farmers need to be organised to steadily produce, the products need to be shipped, and they need advertisements. The most important thing is to establish market credibility. We now have many "organic" products in the city, but no one believes in them because there are too many fake and shoddy products. We can use philanthropy to add credibility to agricultural products from southern Shaanxi, the business elite

can make money, but the profits should all go to benefit the local Shaanxi society and its residents.

Volunteers shouldn't always work for free; after all, they've got family to feed and bills to pay. In developed countries philanthropic organisations operate commercially; they do have volunteers working for them, but the permanent institutions are market-oriented. A philanthropic institution differs from a commercial organisation in that its investors do not receive any profit, and the commercial profit is entirely used for public good. We call these organisations social enterprises.

TheLINK: I am aware of some alumni who have embraced the social enterprise concept, for example there is First Respond founded by Lu Le (EMBA 2007), and Xiangxiang Culture which was started by Zhao Xiaojun (EMBA 2005). Their goal is to maximise social benefits, but on the other hand, they are making money.



Professor Xu Xiaonian Receives CEIBS' First Philanthropy Award for Faculty

Professor Xu Xiaonian began his philanthropic activities following the massive earthquake which struck Wenchuan on May 12, 2008. Together with several other professors he donated his time to give a lecture, the proceeds of which were donated to relief efforts for the children in the disaster-stricken area. These lectures were arranged by the CEIBS Alumni Association Sichuan Branch and the CEIBS Love Alliance. On the first anniversary of the earthquake, he and other members of the CEIBS community donated funds to provide medical treatment for several children from the area, and he began to get involved in other philanthropic activities.

Since 2014, Prof Xu has been actively involved with the poverty alleviation ecological project sponsored by CEIBS Alumni and the Chinese Rural Child Illness Insurance Public Welfare Fund Project. His philanthropic work has taken him to Pingli County in Shaanxi Province, Wanshui Mountain Dabie in West Anhui, Kaihua County in Zhejiang and Yangbi County in Yunnan. His efforts have included raising funds for charity projects and visiting the families who have benefited from them, in addition to visiting the schools in the mountain regions where free lunches are offered. During these visits he shares the valuable insights he has gained from his philanthropic work.

In 2016, Prof Xu was the first recipient of the CEIBS Philanthropy Award for Faculty Members. The Award was established to honour faculty members who make outstanding contributions and whose accomplishments can be viewed as models of philanthropy both within and outside the CEIBS community. In line with CEIBS' mission and vision, the school values faculty members' active participation in philanthropic activities, as this promotes corporate social responsibility as well as social development in China.

Do you think there should be more social enterprises?

Pure charity and social enterprise should both be pursued. There are some philanthropic efforts which cannot earn enough to maintain their operations; these can only be pure philanthropy. However some projects, such as the e-agricultural Programme, are profitable. These social enterprises can improve the effectiveness of philanthropy, as their commercial operation is more efficient, and costs less than the administrative operation.

***TheLINK*: It is said that when a country's per capita GDP reaches US\$8,000, the elite will return home. Do you think this will happen in China?**

I have observed two trends: city dwellers travel to the country, while people from the countryside go to the city. Urbanites go to the countryside for vacation; the rural residents go to the city for jobs. I haven't seen many urbanites go to the countryside to settle down. Our country's urbanisation is not finished; so rural residents will continue to pour into the cities.

This has resulted in many social problems. Parents work in the city (there are even instances where parents are living and working in two different cities) while children stay in the countryside; both suffer from the absence of their loved ones, and a family reunion is only possible when the parents can save a

small amount of money. Sometimes the absence is so profound that it has an irrevocable influence on these relationships; some children even commit suicide, as they feel their life is just too gloomy.

On one hand, the farmers who come to the city cannot afford the high cost of housing and medical treatment, so they have to leave their children in the countryside. On the other hand, the economic development in rural areas is so slow and social reform there is lagging behind, which causes social problems. Seeing these impoverished areas, I can't help but feel helpless and upset. I realise that what I can do barely covers all their needs; I'm only doing what I can to soothe my own conscience.

***TheLINK:* But if the migrant workers bring their children into the city, will they take up the resources such as schooling and medical care that previously belonged to the city residents? Isn't it a bit unfair to the city residents?**

I don't think so. The farmers came to the city; they worked and paid taxes in the city as well. In the United States, if a person lives in a place regularly for more than a year, he is treated equally – in every aspect – to the other residents of the state. Why shouldn't Beijing and Shanghai do the same? If one year is not enough, then make it two; if not two years, three. After paying taxes for three years he becomes

a lawful resident. This would be just, and fair. In any case, the authorities should give hope to those who migrated into the city. If the city keeps taxing someone year after year, while denying his lawful right of having residency, is that fair for him and his family?

I think it is not about justice, but about fiscal expenditure. Today fiscal spending mainly goes into large-scale construction projects; this gives the impression that officials are doing a good job, and also creates opportunity for corruption. People's livelihoods have always been the weak link of fiscal expenditure, if the financial mechanism remains unchanged, there is no way that the problems in public facilities and public services caused by rapid urbanisation can be solved.

“

Seeing these impoverished areas, I can't help but feel helpless and upset.

”



Take 3

~ With Prof Emily David

■ By Charmaine N Clarke

Humour in the workplace is the topic that CEIBS Assistant Professor of Management Emily David would love to immerse herself in thoroughly researching if there were no constraints at all. She is particularly intrigued by the possibility of exploring this topic through a cultural lens in order to understand how things like stress and performance are impacted by “who thinks what is funny - and why”. It’s not surprising that she wants to study humour. A 30-minute conversation with her is full of laughter. It’s also liberally sprinkled with words and phrases that evoke a sense of adventure and the exotic – NASA International Space Station, Dubai, and Bolivia.

She joined CEIBS in mid-2016 after a stint in the United Arab Emirates where she complemented her role as an academic with mentoring participants in a female empowerment programme. Years before, she had also lived in Bolivia. Her experiences as an expatriate, like many other aspects of her life, have

shaped the direction of her academic research. Now she’s in Shanghai, where, in addition to giving her all to her students she is enjoying the culinary delights. “I just want to give a personal shout out to whoever invented xiao long bao. I’m a really huge fan,” she says with a mischievous laugh as our interview ends. “I love that stuff, I eat it every week. That’s one of my favourite parts of living here!”



At NASA International Space Station

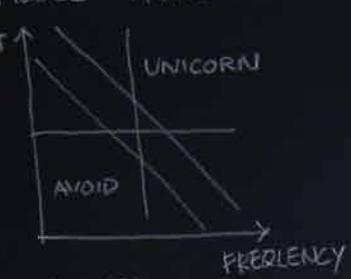
Read on as *TheLINK* gets Prof Emily David’s candid replies to three questions.

TheLINK: Why did you choose organisational psychology as your field of expertise?

My whole life I wanted to do something that was meaningful but also intellectually challenging. I started off with the more typical thoughts of becoming a lawyer or doctor. Then in high school, I think it was, I took a psychology class and I thought, “This is it! I love the human brain”. But then I quickly realised that I couldn’t listen to people’s problems all day long [laughs]. Then I thought about the fact that adults spend about a quarter of their lives at work, so that’s somewhere where I can really have an impact. That’s how I ended up in industrial/organisational psychology.

There is this idea that researchers tend to pick things that are personally relevant to them – research is “me-search”. It seems to be true in my case. I started off in culture and diversity because I had an early expat experience in Bolivia. It was the experience of being so different that made me really want to figure out how organisations can make

MODEL - TRANSACTION

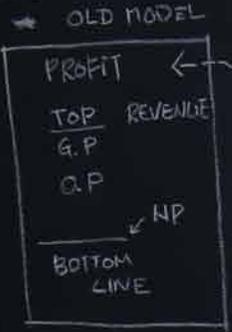


RATIO - VALUE CREATION



$$\text{RATIO} = \frac{\text{LTV}}{\text{CAC}} = \frac{\text{LIFETIME VALUE}}{\text{CUSTOMER ACQUISITION}}$$

ATION RULES.



NEW MODEL



DAU, MAU, DAV

ARPU - AUV



VALUE OF NETWORKS

FEATURE

63

ETHERNET INVENTOR - BOB METCALFE

$$\text{VALUE OF CONNECTIONS} = \frac{n(n-1)}{2} \frac{\#}{\#}$$

- NODES ARE NOT ALL HOMOGENEOUS
- LIMIT OF PABICAL
- COST OF EACH CONNECTION

Fast Facts



Research & teaching interests:
 Culture & Diversity; Personality & Individual Differences; Leadership; Business Leadership; Organisational Behaviour; Cultural Psychology.

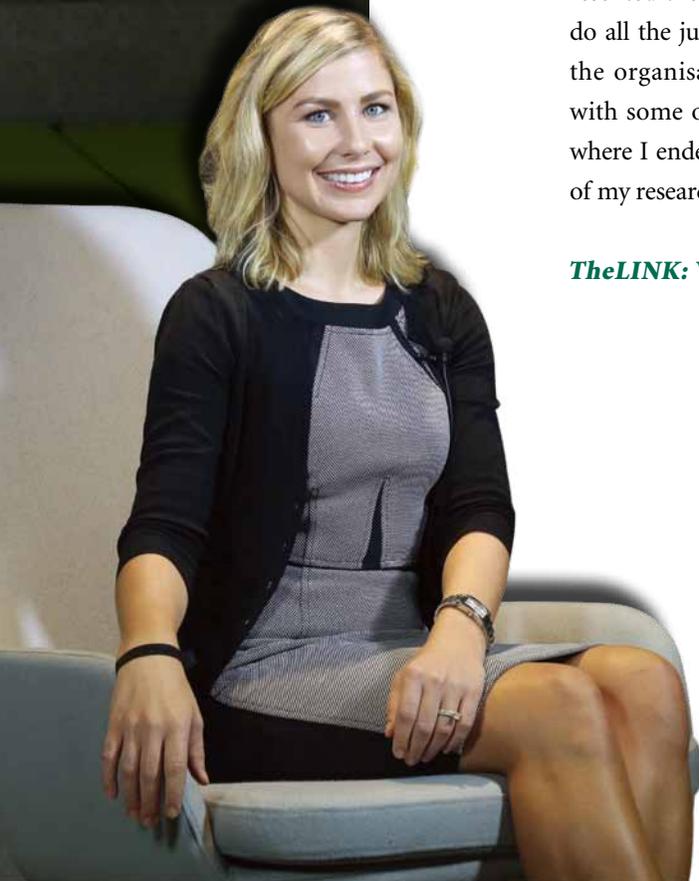
Tip for being a hit with students and / or employees:

Being a good manager is really similar to being a good teacher. It takes a lot of the same things. If you want your students or your employees to go above and beyond, you have to be willing to do that yourself.

ALFE \approx ALFE LAW# OF NODES
OF CONNECTIONS

$$\text{as } n \rightarrow \infty$$

$$\frac{n(n-1)}{2} \rightarrow \frac{n^2}{2}$$



you feel less different.

Later on, I studied personality because I was interested in why a lot of my really smart friends didn't do well in school or at work. They had the brain power to succeed, but maybe personality (organisational skills or the ability to deal with other people) was the missing component. Recognising that our personalities are not easily changed, I then got into cultural intelligence and resiliency and some other individual differences that people can actually work on adjusting.

Finally, I also research work-family issues and job burnout. This was, in part, a result of looking at my own life and other women that I knew who were trying to juggle their personal and professional lives and "have it all". I resented the fact that employees had to do all the juggling [laughs]. Why can't the organisations help out a little bit with some of this? In a nutshell, that's where I ended up – and why – in terms of my research.

TheLINK: What has been the most

memorable experience from your research so far?

I was working at NASA, and we were looking at cross-cultural interactions on the International Space Station. I would sit there and code hours of video of Russian and American astronauts interacting with each other. In terms of research, that was just really *not normal*, and it was fascinating! But in terms of the coolest recent discovery, that came from a study on expatriates that I'm working on right now.

We counter-intuitively found that familiarity in your new country isn't necessarily a good thing. A lot of us are the same, we move to a different country and we immediately see if we can find things that are familiar: our favourite cereal, the clothing brand we like. And all of us kind of gravitate to those things. But what we found in our research was that if you lived in a country that had all those familiar things from back home, you are actually less committed to the organisation in which you work unless they go the extra mile to help you assimilate. We find that whenever



Researchers tend to pick things that are personally relevant to them.



you do have some of these perks, or some of these things that remind you of home, that's when it's really critical for the organisation to train you in the new norms, to introduce you to more of the local people, to really embed you in the community, to make sure that you don't leave their company early. So that was kind of a surprising finding.

If I had no constraints and I could choose any topic at all to research, the thing that I would love to focus on is humour in the work place. I see that it has good effects, it can really smooth over relationships and it helps you get through a job that you don't like. But every time I try and study it, I don't get the strong empirical results that I'm looking for. So I'd really like to spend more time doing that. I'd probably do more culture-related studies also, if time and resources weren't an issue, as it is so



difficult to get a big enough sample from each of the different countries that you're trying

to compare. So maybe combining the two together would be my ideal topic: who thinks what is funny, and why, and how is that going to impact performance and motivation in different countries.

TheLINK: You're originally from the US; you've lived and worked in Bolivia, Dubai, etc. Why China, why now and why CEIBS?

I was looking for something different and Asia was somewhere that I hadn't lived before and, most importantly, China is the future. That's where everything is going. I want to be there when that change is happening. And at CEIBS, one of the best business schools in the world, you know they're guaranteed to have a front row seat. All the stars kind of aligned, and I can't think of a better place that I'd want to be right now.

Also, I love to eat and I love to travel. So Shanghai is a perfect place for me because I can walk two streets over and it feels like I've travelled to a completely different city. I love that! You can experience something new every day; and in terms of food, whether you want street food or a Michelin-star restaurant, it has it all. So I'm very happy here.





Jerry Huang:

From show business to entrepreneurship and more

■ By Bella Zhang

Jerry Huang was in the midst of planning a move to the US last year to enjoy an early retirement when he got an invitation from VIPABC to join the online education company. The renowned singer/songwriter/producer, popular with China's post-1980s generation, couldn't resist the opportunity to explore a new career path. For most celebrities of his stature, working with a company usually means doing product endorsements or making a financial investment. Huang chose a different path – he actually went to work in the company's crowded office in Shanghai's Lujiazui District, expanding the company's English teaching business into a comprehensive online learning platform.

“Even for those who are younger, it’s an opportunity one should grab.”

“It’s a ground-breaking undertaking. Even for those who are younger, it’s an opportunity one should grab,” he says, when explaining his decision.

When Huang began, he worked in a cubicle alongside his staff, sometimes sharing his own workstation with others when there were not enough seats ready for new hires. He is often the first to arrive and the last to leave the office. Many find it hard to believe they are working alongside the hit singer of “Non-stop Sadness” and a former judge of the popular reality television show “China’s Got Talent”. He recalls with a laugh that one colleague even said to him, “You’re *really* working with us now? I thought you were just here in name”.

Huang, the brainchild behind VIPABC’s new live-streaming platform “VLiveShow” which showcases his knack for entrepreneurial ventures, is still exploring the best ways to apply the skills he developed in the entertainment industry to this new corporate career. “People with creative talent are like-minded,” he says. “If they see the same flower, a musician

will write a song about it, a painter will paint it, a photographer will shoot it, and a director will make a movie about it. Though they use different creative techniques, they have the same object in their mind, the same flower.”

He regards his entrepreneurial journey with VIPABC as a kind of creative activity, just like making music. “The only difference is that making music can be a totally independent career, but entrepreneurship requires a team,” he says.

Now as Group Vice President and Chief Platform Officer he heads a team that has transferred teaching materials for all subjects to the online platform, which has already attracted more than 750,000 users.

With his team now comprising 70 members and expected to grow to 100 by year end, VIPABC has taken over two additional floors of office space. Though he now has his own office, Huang believes an entrepreneur should not be overly concerned with corporate trappings. “Sometimes I think we should rent a garage in the suburbs, so we can have something that is deserving of odes and tears after our success,” he jokes.

Back to b-school

To help him hone his management skills, VIPABC enrolled him in the CEIBS-HBS-TSEM Joint Senior Executive Programme which is taught by faculty from CEIBS, Harvard

Business School and the School of Economics and Management at Tsinghua University. It is not Huang’s first foray into management education. He enrolled in the Taiwan University EMBA Programme in 2003, and said he and his classmates felt CEIBS would be their top choice among b-schools on the Chinese mainland. “I had heard about CEIBS for so many years, but never expected that one day I would really become a participant here.”

VIPABC’s two co-founders have already completed the CEIBS Senior Executive Programme, and decided to enrol all their executives as they found it so useful. Huang finds it invaluable, noting that the internet industry has evolved so rapidly over the last decade that the cases he learned during his EMBA studies in Taiwan are now outdated. “We had learned cases about companies like Nokia, and Motorola. They are no longer useful,” he says. “CEIBS teaches us about the most recent internet company developments, and these cases will be absolutely helpful for my work.”

“It’s important to attend this programme. Corporate executives today really need to go back to





“Maybe one of the reasons I have done well is because I am open to taking big risks.”

school on a regular basis, just like the machines in a factory need regular maintenance from time to time,” says Huang, with the authority of an experienced professional manager. “It’s the only way to obtain the latest knowledge and information.”

CEIBS Professor of Marketing Zhou Dongsheng, who is a Faculty Co-Chair of the programme, describes Huang as a diligent student who is always on-time for class, arrives prepared, and proactively shares his views with fellow participants and professors. He says he is a better student than some executives with many years of management experience. “His performance has changed my attitude towards showbiz celebrities,” says Prof Zhou. “Jerry Huang is a very thoughtful and, in general, just as excellent person.” Huang is humble in responding to the praise. “Maybe because I am famous, people give me more attention,” he says with a smile.

It may surprise many of his fans to learn that a music career had not been Huang’s childhood dream; he went down that path somewhat by happenstance. He had always been

a straight-A student in school. His excellent grades enabled him to easily earn a place at Taiwan University. He showed a talent for literature in high school and his teachers expected that would be his major in college, but he ended up studying atmospheric sciences instead. During his sophomore year he began to get bored with student life and started composing songs, taking photos, and writing poems and novels. Two of his songs won school-wide contests. It was the heyday of the music industry in Taiwan, and soon he was scouted by an entertainment company who wanted to sign him.

“Actually, deciding to make music at that time was more unexpected than me joining a company today, because I had never imagined that,” he says. “That opportunity fell into my lap, and I was willing to begin an adventure.”

During his senior year, as Huang was preparing his first album, his classmates were preparing for postgraduate entrance exams or serving in the army before going to study overseas. If that album had sold badly, he would have had few choices. “I still break out in a cold sweat whenever I think about

it,” Huang says. Fortunately the album turned out to be a hit, and his music career quickly began to thrive.

“Of course, good timing counts for a lot. Our lives are shaped by the trends of the times. If at that time, the music industry was not prosperous, it would not have worked out, even if I were a genius,” he says. “Since I happened to be riding that trend, I was willing to give it a shot.”

“It’s also because of my good luck. If the first album failed to sell, I would have had a totally different kind of life. One has many challenges in life. To overcome them, one needs luck and also grit. Looking back on my life experience, maybe one of the reasons I have done well is because I am open to taking big risks and don’t worry too much about it,” Huang says.

This spirit of adventure has served him well throughout his life. After spending many years on the stage, Huang’s first foray in the executive suite was working for a record company as a music director. When the internet industry began taking off in 2000 he started an internet







“Only those who have worked in the creative industry can understand the value of copyrights.”

television company. As singing talent shows became increasingly popular, Huang was invited to be a judge on the “Singing Voice Warfare” Programme in 2005. The programme became popular overnight, which helped him enter the Chinese mainland market. He has also produced music for many other popular Chinese musicians. With careers in so many different media circles, Huang has dubbed himself “Huang Bajie” – in Chinese bajie means eight circles. The nickname is also a play on the name of the human/pig character Zhu Bajie in the classic Chinese tale Journey to the West.

Though it seems his career has taken him away from the music industry, music remains a part of his life. “Music is the most beautiful career in my life. Everything I have now came from music,” he says. “From the release of my first song and first album until now, I have been and will always be grateful for my life in music. Every step I take today is closely related to music.”

Huang is glad that China’s culture and

creative industries are being recognised for their importance, though he wishes the music copyright system were more stringent. “Only those who have worked in the creative industry can understand the value of copyrights,” he says. “Artists’ earnings depend not only on the artists but also on the whole society’s awareness of copyrights. It’s not a problem that can be solved by one person, it will take time.”

He also believes the creative industry needs to do more to ensure its stature. “It remains to be seen if [its current recognition] is because the industry is really that valuable, or just because the capital market regards it as a new field to make money,” he says. “Some investors entered the industry with the purpose of running a real estate business by building cultural and creative industrial parks. It’s a waste of the real value of this industry.”

“Our ‘VLiveShow’ has invited many teachers and students from the Shanghai Theatre Academy to be lecturers. I hope this platform can

help them enrol more students, to promote the importance of the arts. This is also part of [building] culture and creativity,” Huang says. He hopes that today, when everyone is talking about promoting culture and creative activities, the industry’s real value will be seen. This is bound to give artists more opportunities to showcase and benefit from their talent.

“I will master math and physics and in the future win a Nobel Prize / My English must also be fluent enough to shock you / I will read more about philosophy, history, sociology, economics, politics, law, psychology, medicine, education / Only in this way can I criticise people on the television.” These are lyrics from Jerry Huang’s “A Teenager’s Rhapsody”. The words may be light-hearted, but he has always believed in the meaning behind them. Though the young music prodigy is now middle-aged, his curiosity about the world has never changed. He is still travelling on a journey through life, continuing to be fearless about beginning new adventures.

Four Ways China Is Changing

■ By Professor Ding Yuan

For anyone following the news these days, the word “China” may bring to mind an imploding steel industry, or maybe visions of big-ticket purchases by wealthy Chinese businessmen. But those two-dimensional portrayals fall short of conveying the complexity of the changes taking place in the country today. Here are four ways that China is changing, and what this means for you.

1 A SHIFT TOWARD HIGH-END MANUFACTURING.

Chinese manufacturers face an appreciating currency, higher structural costs and no way of increasing volume or price, as economies of scale are already stretched thin. As such, in a market where all the low-hanging fruit has been picked, their only option is to provide added value.

This is why innovation has become a major focus for both the Chinese government and local companies hoping to strengthen their brands.

For European companies, this presents a golden opportunity. They have decades’ worth of accumulated know-how, they are technologically strong and they have well-known brands – but they are constrained by a limited home market. Working with China’s knowledge-hungry enterprises would give them access to a much larger market. This provides a win-win, as the Europeans gain market share while the Chinese boost profitability.

2 A SHIFT FROM INVESTMENT/ MANUFACTURING TO CONSUMPTION/ SERVICES.

Even after a raft of economic reforms, China’s service sector is still woefully underdeveloped. In recent years, there has been strong interest in doing business in areas such as health care, education, finance, sports and

entertainment. This is the result not only of demographic changes (urban dwellers needing access to amenities and services) but of an entire generation having accumulated wealth for the first time.

There are three opportunities here. First, European companies that have a proven track record in refined consumer products and services could gain a lot from collaborating with Chinese firms. Second, wealth management firms are needed to help family businesses with wealth transfer and succession issues. Third, there may be acquisition opportunities inside China, as decades of the country's one-child policy means that some family firms may not have suitable successors.



Wealth management firms are needed to help family businesses with wealth transfer and succession issues.



3 THE GLOBALISATION OF CHINESE COMPANIES.

The previous two shifts naturally lead to the globalisation of Chinese companies, as they increasingly look beyond their borders for the tools needed to strengthen their positioning. China racked up roughly \$170 billion in outward investments in the first six months of 2016 alone. These deals generate, on average, 5 percent in total consulting fees.

These globally-focused Chinese companies represent a new wave of clients for M&A consulting firms, investment banks, auditing firms, law firms and so on. At the same time, some acquisitions will serve as the perfect high-priced exit for European companies looking for buyers. The Chinese penchant for retaining staff from acquired companies (because they need their know-how) makes M&As attractive options.

4 THE EMERGENCE OF CHINA-SPECIFIC BUSINESS MODELS.

The modern Chinese economy has its own depth and complexity, which is giving rise to a growing number of genuine innovations in business models and practices. Although some of these models may have earlier Western variations, the Chinese have modified them to make them country- and user-specific, creating new ones in the process.

For example, the success of the e-commerce giant Alibaba has a lot to do with the fact that it was able to fill the gaps created by the sheer size of the country and the inefficiencies in distribution. The social app WeChat has far outstripped competitors in terms of how deeply it can entrench itself in every aspect of users' lives, occupying 35 percent of the four hours a day the average Chinese person spends on his or her phone. China's fintech sector has also witnessed the introduction of innovative new financial products to meet the needs of a newly affluent generation.

Some of these business models could be applied to Europe, as well as to emerging markets from Africa to India. The most important takeaway, though, is learning how to modify existing models and create products and services specific to local needs.

These are just some ways in which a changing China can transform those inside and outside the country's borders. Opportunities abound – if you know where to look.

Ding Yuan is Vice President and Dean of China Europe International Business School (CEIBS). This article first appeared in IESE Insight in December 2016.





3 Tips

for Foreign Tech Firms to Win in China's Internet Market

■ By Shameen Prashantham (CEIBS)





Is there hope for foreign tech firms with aspirations to succeed in China?



Is China's internet market the next frontier, or a graveyard, for outsiders? While its seemingly vast opportunities continue to hold allure for foreign tech firms, it has been notoriously difficult to crack for non-Chinese players. Iconic names from the US such as eBay, Google, Groupon, Uber and Yahoo have failed to attain success in China where a unique internet environment exists, dominated by giants such as Alibaba, Baidu and Tencent that have their tentacles in a range of online sectors.

So is there hope for foreign tech firms with aspirations to succeed in China? One tech company that appears to have made inroads into the China internet market as a niche player – and therefore suggests that it is not a lost cause – is InMobi. It is not a Silicon Valley giant but rather a young Bangalore-based software product company focusing on the mobile digital marketing space. InMobi, which commenced operations in China in 2011, describes itself today as the largest independent iOS mobile platform in China. While it is premature to say InMobi has “cracked” the Chinese market, this is not a trivial accomplishment. Success in China doesn't come easily. To illustrate, Vizury, another software product company from

Bangalore exited the market in 2015 after four years of operations.

InMobi's success (thus far) and Vizury's failure in China point to three important success factors.



#1: Understanding the market

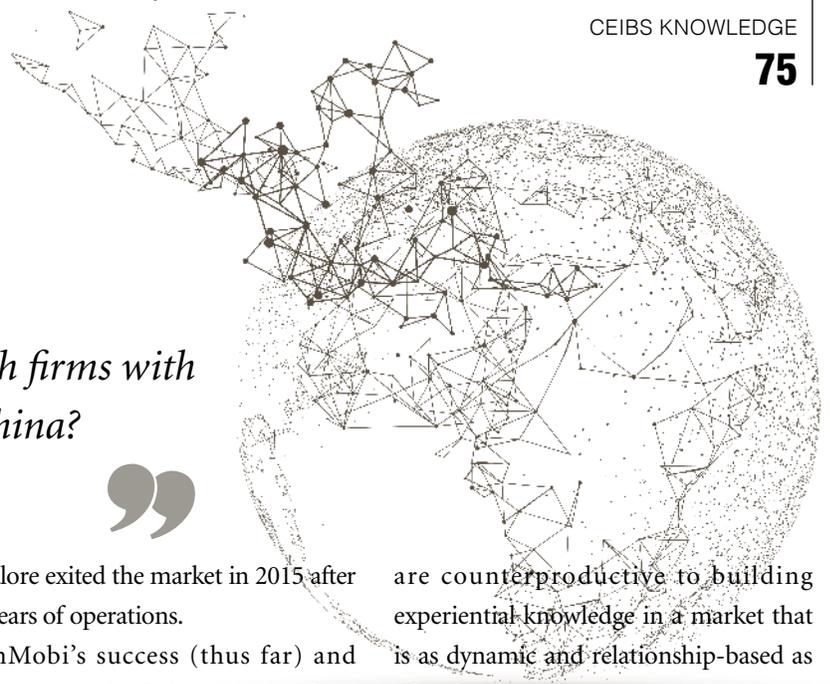
InMobi has succeeded in gaining a deep understanding of the China market in a relatively short period of time. Key to the company's learning was appointing local subsidiary leaders with deep market knowledge and commitment to the organisation. In early 2012, a few months after commencing its China operations, InMobi hired Jessie Yang, a former McKinsey consultant. Yang, in turn, attracted other high-calibre people with strong local roots (rather than China-origin managers from the West who have fluent English but sometimes lack deep local knowledge and networks), including a former McKinsey colleague to head business development. Importantly, she has remained with InMobi for five years, thereby ensuring that learning gets accumulated within the firm. By contrast, while Vizury also attracted well-qualified people to lead their China operations there wasn't the continuity of leadership seen in InMobi. Such disruptions

are counterproductive to building experiential knowledge in a market that is as dynamic and relationship-based as China's.



#2: Adapting technological innovation

While both InMobi and Vizury are highly innovative firms, they appear to differ in their efforts to align their innovations with the peculiarities of the Chinese market. Vizury, according to some former managers I spoke with, spent much greater effort on optimising their offerings on Google's and Facebook's platforms to gain traction in Western markets. By comparison, they neglected the Baidu and Tencent platforms that are so crucial in the Chinese market. In contrast, InMobi has doggedly pursued new market trends in China, seeking to identify sweet spots ahead of the curve. They started by tapping the wave of Chinese online firms – including Tencent, the company behind WeChat – that were seeking customers in international markets. In the next wave InMobi worked with these firms as they started to target the home market (China) which had begun to emerge. Next, InMobi turned its attention to the rise of Apple in the



Chinese market. And through all of these developments, InMobi's R&D team in Bangalore engaged deeply with the China operations, both onsite and remotely, even if it meant sacrificing Diwali holidays in order to ensure their innovations worked in China. A logical next step might be to establish R&D capability within the China subsidiary as well.



#3: Cultivating local partners

To get started in the early stages of internationalising to China, both firms utilised “bonding” ties with people with whom there was a natural affinity – such as co-ethnicity. In its early days in China, InMobi worked with FuguMobile (a fascinating rare instance of two Indians founding a China-based digital advertising agency) which provided logistical support and worked with them on a few projects. As for Vizury, according to a teaching case written by my CEIBS colleague, Prof Rama Velamuri, its first break in China – a contract with the Nasdaq-listed online travel agent, Ctrip – resulted from the Vizury CEO's brother tapping his Chinese business school's alumni network. These connections were all the more remarkable since the Indian community in China is tiny compared to its size in markets such as the US and UK. But thereafter, InMobi seems to have been more successful at building “bridging” ties with local players that are crucial for post-entry growth.

Building such connections is costly in time and effort, not to mention tricky, as it might mean working with prospective competitors such as Tencent. While InMobi continued a steadfast focus on cultivating partners in the China market, Vizury's engagement with partners appears to have lessened over time in tandem with its apparently greater focus on other foreign markets.



Prioritising China is not a decision to be made lightly.



Conclusion: Prioritising China

Synthesising the three factors above, InMobi and Vizury's contrasting fortunes in China suggests that the extent to which a foreign company prioritises that market has an impact on the effort that goes into coopting the right partners (factor #3), which in turn matters greatly for accomplishing market learning (factor #1) and adapting technological innovation (factor #2). Moreover, the greater the progress in these dimensions (factors #1 and #2), greater is the scope to attract good partners (factor #3). So there

is the prospect of a virtuous – or vicious – cycle.

That being said, prioritising China is not a decision to be made lightly; it may even entail letting go of other markets. Capillary Technologies, a more recent entrant to China, eventually significantly reduced its presence in US and UK markets to avoid diluting its China-related efforts. After gaining business in China in 2014 from Western multinational retail clients, such as Pizza Hut, that it served in other markets including India (its original base) and Singapore (where its headquarters are now located), Capillary set up a Shanghai office in mid-2015, headed by Amit Haralalka, who had previously worked in Capillary's San Francisco and London offices. Despite being funded by the likes of well-known VC firm Sequoia, Capillary quite sensibly wants to avoid spreading its resources too thin while taking on the Chinese market, and has therefore scaled back its efforts in the West.

It remains to be seen whether InMobi's half-decade of success in the Chinese market will endure the threat posed by giants such as Tencent and its challenges at home, or if Capillary's bet on China will pay off. But one thing is certain: for companies with aspirations to win in China's internet market, there is no room for half-hearted efforts. China is a commitment, not a side project.

This article was first published by The Economist Intelligence Unit.

董事长特设课程：企业治理与传承(模块制)^新 统领时代征程 传承百世基业

2017年8月22日开课 上海

本课程致力于帮助中国最具前瞻性的企业掌舵人重新审视自己企业的顶层设计、梳理接班人计划、重塑激励与绩效考核体制、破解财富百世传承之道，在“颠覆性时代”为企业找准定位并突破变局。

再造巅峰：传统企业的变局突围

- 国际和中国宏观大势
- 新常态下的产业竞合关系
- 企业升级与转型
- 与变化共舞——企业的转型基因

基业长青的制度基石

- 创始人企业的交接班
- 高管薪酬计划
- 家族治理和价值创造
——来自欧洲的经验

智慧财富：财富的管理与传承

- 百年老店的“继承人制度”
- 金融与财富管理、风险识别、资产配置
- 投资组合管理、另类投资
- 保险计划、信托、家族办公室
- 退休计划、遗产安排、财富传承

学员对象

本课程专为国内各类大型企业创始人、董事长，董事局主席而设置。

* 中欧国际工商学院同时开设MBA、EMBA和在任金融MBA课程。

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New CEIBS MBA Alumni Venture Builds Bridges between China & India Markets

■ By Janine Coughlin

Two entrepreneurial CEIBS MBA 2011 alumni have recently launched a venture that aims to strengthen China-India business ties by matching global-minded Chinese companies with infrastructure investment opportunities in India.

Ritwik Ghosh and Vijay Chowdhary founded Panchwati Clean Water in October 2016 and have already signed an MOU with the India state of Andhra Pradesh for four projects worth US\$1.5 billion, bid for project management of a US\$10 billion project that will be funded by Dalian Wanda Group, and signed a consortium agreement with China Nuclear Industry 22nd Construction Company, which has been looking to expand into India. Together with the Chinese state-owned enterprise they have already made a bid to build a hospital and design a waste water treatment system in Kolkata.



Ritwik at left and Vijay on the right

The pair arrived at CEIBS with very different work experiences. Ritwik had been a navigator in the Merchant Navy, while Vijay, who won a scholarship from Bosch with an essay on sustainable energy sources of the future, had been an IT consultant. Yet they both made the most of their CEIBS experience.

“Ritwik was elected as President of the Energy Club. The CEIBS platform gave us access to the world’s best companies such as Siemens and GE,” says Vijay. “Siemens engaged us for a paid strategy-consulting project for market entry strategy for solar energy in China. We did our ISP project with GE, and not only was our work appreciated, but the company implemented our suggested strategy.”

“We also won the coveted INNOVATEChina competition, which strengthened our friendship and honed our strategy skills,” Vijay explains. “It was CEIBS which brought together the best MNCs, brilliant faculty, top international competitions, an influential alumni network, and access to the Chinese job market, which propelled us on our current path.”

Vijay returned to his family business in India, Panchwati Group, after graduation, and led the real

estate development and infrastructure company to grow at 40% CAGR over the past five years. Ritwik went to work at a private equity firm in China, then moved to Chinese real estate giant Dalian Wanda Group where he worked on their overseas investments. Prior to starting Panchwati Clean Water he was Vice President, Investment for Asia Pacific at the new energy company Sun Edison.

Over the years the pair stayed

in touch, hoping to find the right opportunity where they could launch a venture that leveraged their knowledge and relationships in both India and China. Observing Chinese companies' growing investment into India, in late 2016 they put together a business plan and a rollout strategy for developing and investing in Indian real estate and infrastructure projects by putting together a consortium with Chinese companies. As they began looking

for suitable partners, they found the extensive CEIBS alumni network and brand to be helpful in opening doors and establishing trust. For example the General Manager for the Shanghai office of China Nuclear Industry 22nd Construction Company Mr. Shen Quan, is a CEIBS EMBA 1997 alumnus.

While they have enjoyed a strong beginning, they still face many challenges. "The biggest challenges for me have been convincing the Chinese companies and investors of why India, and why our company," says Ritwik. "My Chinese language skills are far from perfect so talking to potential Chinese partners without a translator has been challenging. Another challenge is bringing on suitable team members who believe in my vision as much as I do and who share the same level of enthusiasm and energy. Also, as an employee you have a fixed salary and a variable incentive, but as an entrepreneur your entire incentive is variable."

They aim to develop an order book of US\$1 to 1.5 billion over the next three years, and are optimistic for growth prospects over the long term, not only for their venture but for business relations between China and India. They are also grateful for the role that their alma mater has played in their efforts. "CEIBS prepared us for future challenges and opportunities, and also provided the resources and platform to help us kick-start our strategy and expand our venture," says Vijay.





Birds in Flight: The journeys of CEIBS' first MBA students

■ By Shelley Nie

CEIBS' first 58 MBA students began their study journey in the early spring of 1995, entering the first full-time MBA programme taught in English on the Chinese mainland then flying away, like fledgling birds leaving the nest. Where has their journey taken them? We recently caught up with some of them to learn how their lives and careers have progressed over these last 22 years, and what they are doing now.



*To what can our life on earth be likened?
To a flock of geese, alighting on the snow.
Sometimes leaving a trace of their passage.*

~ *Remembrance*, by Song Dynasty
poet Su Tungpo.





Daniel Xu: A Valuable Diploma

Kunyu Capital Partner

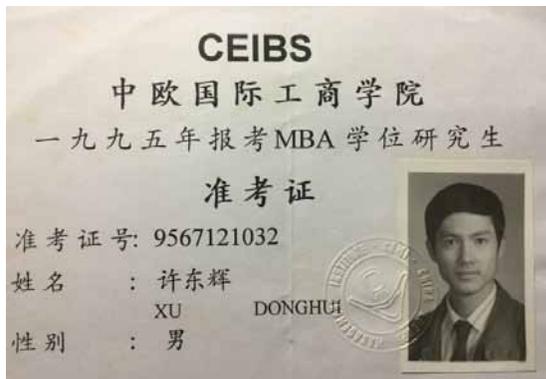
Daniel Xu saw the CEIBS MBA admissions information on a bulletin board at the Shanghai Jiaotong University campus, where he had earned his Bachelor's and Master's degrees. At the time he was contemplating a career switch to finance. The MBA programme seemed like it could help him to fulfil his plan, so he decided to apply. Once enrolled, he quit his job, which paid a salary of RMB2,000 per month, and cobbled together the RMB30,000 tuition from his savings and funds borrowed from friends and relatives.

"In the early 1990s, few people knew of an MBA; many couldn't tell it apart from IBM and the NBA," chuckles Xu. He still remembers that the year he began his MBA studies, he read a media report that said there were only about

1,000 MBAs in China, and most had attended the CEMI Programme (China Europe Management Institute) in Beijing, which was the predecessor to CEIBS.

Xu's decision to get an MBA from CEIBS proved to be a wise one. Foreign-funded enterprises flourished in China during the 1990s, and they had an urgent need for management talent, so most CEIBS MBA graduates were able to find a good job. Xu made a successful career switch into banking and his career has included stints at ABN AMRO, DBS Bank, Citibank and Morgan Stanley.

Though not a straight-A student, Xu says he benefited a lot from the teaching methods used by CEIBS faculty. "Our professors were not forcing things into our heads, instead they were freeing our minds," he says. "I was particularly



impressed by Professor Keith Goodall, who corrected all of our original ways of doing things: how we did case studies, written work, even how we spoke in class. He made us do those things again in a more correct way.”

Xu has stayed in touch with many of his classmates. Always one with an eye for detail, he still remembers the number he was assigned for exams, and can explain its meaning. “It’s 9567121032 – the 95 stands for 1995, the year we enrolled; 67 is my birth year; 121 stands for January 21, the examination date; and 032 merely means the order in which our names were listed.”

He can also explain in detail the impressive value of his CEIBS diploma. “There is no State Education Commission seal on our diploma, only the signatures of the two Presidents and the official CEIBS seal. Underneath

that are the signatures of ten members of the School’s Academic Committee including Professor Wu Jinglian, Prof Yang Xishan, and Prof Pedro Nueno, who is now President of CEIBS. All are world-class professors,” says Xu with excitement. “At that time, though CEIBS did not have the reputation it does today, few foreign companies would have doubts about CEIBS students once they saw the names of the Academic Committee members. This was how CEIBS showed her strength [in those days].”

Today Xu is actively involved in giving back to his alma mater, and helping future CEIBS MBA students. He participates in the Di Shui Quan project which provides low-interest loans to young CEIBS MBA students, so they won’t have to struggle as he did to come up with the funds to pay their tuition.



Jane Lu and Thomas Zhou: The Academics

Jane Lu is James Riady Professor of Asian Business and Economics in the Department of Management and Marketing at the University of Melbourne in Australia.

Thomas Zhou is Professor of Finance at the University of Alaska at Fairbanks.

Though CEIBS is renowned for developing top business leaders, some MBA graduates have chosen to remain in academia after their studies. There are two university professors among the first batch of CEIBS MBA students, Jane Lu and Thomas Zhou.

“I had no idea what an MBA was when I enrolled,” says Lu. “I chose the MBA programme because I was

tired of my job. I had stayed in the foreign trade industry too long and needed to find an opportunity to try something different. I had no idea that my career path would end up changing so completely.” Lu is now James Riady Professor of Asian Business and Economics in the Department of Management and Marketing at the University of Melbourne in Australia, where she is responsible for the university’s Asian strategy. Her teaching and research focuses on emerging markets, corporate social responsibility, environment and corporate governance.

Zhou had a similar experience. “I was planning to join a multinational company in Shanghai after graduating from CEIBS, but while doing my MBA, I found myself very interested in finance, and decided to go abroad to take my studies further,” he says. Zhou is now Professor of Finance at the University of Alaska at Fairbanks.

Lu and Zhou are very grateful to their alma mater for bringing them new opportunities. Back in 1995, most



of the CEIBS faculty were part-time professors from abroad. School leaders realised that CEIBS wouldn't go very far without a strong, full-time faculty. Since there were so many outstanding CEIBS graduates, school leaders began to think about selecting faculty hires from among the alumni ranks.

Lu and Zhou emerged as ideal candidates. They were actively engaged in their classes and frequently communicated with faculty. Often they were chosen as group leaders to give reports, in part because of their fluent English.

As graduation approached, they were offered the opportunity to study abroad on the condition that they would return to teach at CEIBS. However they did not accept the offer, as they were not sure about the future. But this planted the seed for them to realise that there were other career paths open to them besides working at a foreign multinational. With letters of recommendation in hand from CEIBS, they went abroad to continue their



studies.

During her MBA studies, Lu experienced case teaching, and now she uses the same method in her own classes.

Zhou says he learned critical thinking while studying at CEIBS. He recalls the professor he respected most, Willem Burgers, often tried to get him and his classmates to think differently, sometimes in ways that were quite contrary to what Chinese students were used to; they found it thrilling! Zhou says he now preaches this to his own students, a legacy from CEIBS that he still finds beneficial.



Often they were chosen as group leaders to give reports.





Bruce Hu: Serving by Mentoring

Managing Director of Natixis

The backs of a row of seats in the CEIBS Conference Centre on the Shanghai Campus are inscribed with the names of Bruce Hu and eight of his MBA 1995 classmates. The group decided to invest in their alma mater by sponsoring the seats as a way to repay some of what they gained from their time at CEIBS and commemorate their study journey together.

Hu also gives back to CEIBS by volunteering as a mentor in the CEIBS MBA “mentor and friend” programme. Established in 2004, the programme helps young MBA students to develop career plans under the guidance of experienced executives. Many students have benefited from it, and have successfully launched their careers after graduation. Hu has mentored MBA students through the programme for the last five years, and was given the “Outstanding Mentor Award” by the school’s MBA Department. He is currently Vice President of CEIBS Alumni Association Hong Kong, and is responsible for organising local alumni events there.

The time he has spent with young students reminds him of his own MBA

journey. “The students tell me that they are under a lot of pressure, but we were under the same great pressure 20 years ago. The CEIBS MBA hasn’t changed; it is constantly challenging students and has maintained high standards,” he says.

Thanks to his investment banking background, Hu is a popular mentor. The school has a rule that each mentor in the programme can only have up to three students at once, but sometimes more apply to be his mentee, and he will end up accepting them all. Despite his tight schedule, he is willing to set aside some time to get to know the students, and help them with their career development planning. He sees these as win-win relationships. “The problems faced by my students were perhaps minor for me, and easily handled. If I have been helpful it is nice, this is a good way to keep in touch with CEIBS. I also learn a lot from the students, I get knowledge about different industries and backgrounds.”

With the financial industry in a downturn at the moment and many companies paring back their staff, it is a challenging period for MBA students looking for jobs in this industry. Hu suggests students think about a Plan B, so that if they cannot immediately find a job in finance they can do something in a related industry while they await an opportunity.

“No matter which job students take after graduation, the two most important qualities to have are dedication and self-discipline. A trivial matter, properly or improperly handled, can make all the difference in one’s career path. One can never be too concerned about the details,” he said.



CEIBS' Global Reach Expands to Central & Eastern Europe



Reflecting the increasing importance of on-going collaboration between China and the countries of Central and Eastern Europe (CEE), CEIBS has signed agreements with five business schools across the CEE. The projects will be overseen by the newly launched Economic Research Institute of Central and Eastern Europe (ERICEE). An initiative of CEIBS and the Sino-CEE Fund, ERICEE falls under the umbrella of the highly regarded think tank, the CEIBS Lujiazui Institute of International Finance (CLIIF). The ERICEE is in line with national-level initiatives, which saw the creation of the China-Central Eastern Europe fund (run by Sino-CEE Financial Holdings Ltd) in 2016.

The collaboration between CEIBS and the five schools will focus

on research and teaching activities. Under the agreements, CEIBS will collaborate with:

- Corvinus Business School (CBS), Corvinus University of Budapest, in Hungary;
- BMI Baltic Management Institute, in Lithuania;
- Kozminski University, in Poland;
- The Faculty of Economics Ljubljana University (FELU), in Slovenia and
- The Faculty of Business Administration (FBA) at the University of Economics, Prague, in the Czech Republic.

In late January, deans Zoltayne Paprika Zita and Metka Tekavčič, respectively from CBS and FELU, were in Shanghai to sign their agreements and attend a half-day seminar that sought to lay the groundwork for greater understanding. It included a

briefing by CEIBS Adjunct Professor of Economics and Finance and Counsellor to the People's Bank of China Dr Sheng Songcheng, on China's current economic situation and outlook.

CEIBS' collaboration with the five business schools is the first major project overseen by the ERICEE, which aims to leverage CEIBS' expertise and resources on finance, international economy and trade, carry out continuous studies into the economic, political, historical and cultural areas of Central and Eastern Europe, and generate intellectual support and policy suggestions for cooperation and communication between China and the CEE. The ERICEE was launched at the CLIIF on January 23 during a ceremony attended by more than 70 Chinese and international representatives from the political, diplomatic, and academic fields as well as the business sector. Among them were Special Representative for China-CEE Cooperation Affairs of China's Ministry of Foreign Affairs Huo Yuzhen, who is former Chinese Ambassador to Romania and the Czech Republic; Division Director for EU Affairs of China's Ministry of Commerce, Yu Yuantang; and Chairman of CEFC China Energy Company Limited, Chen Qiutu.

CEIBS MBA #1 in Asia & #11 Globally in *Financial Times* Ranking



CEIBS MBA Programme has moved up six places, to #11, in the *Financial Times* 2017 ranking of global business schools, regaining its position as #1 in Asia. The rankings reinforce the CEIBS MBA's strength in career development, value for money and the increasing success of alumni and international faculty. The CEIBS MBA is also ranked #1 in Asia by *Forbes* in its latest ranking.

"CEIBS is a pioneer and leader in Chinese management education. Being #1 in Asia in the *FT*'s 2017 ranking is an indicator of the quality of the school's MBA programme," said CEIBS President Professor Li Mingjun in reacting to the news. "This is a testament to the success of our alumni,

responsible business leaders who are making a difference around the world. It also reflects the significant success of our faculty and their research."

CEIBS Vice President & Dean Professor Ding Yuan noted that 2016 – a year that saw the optimisation of China's structural economy, steady GDP growth of 6.7%, a boom in entrepreneurship and a renewed focus on doing business beyond China's borders – had highlighted the importance of educating business leaders capable of leading globally. "The CEIBS MBA is a great programme, in a great location, for exactly this purpose," he said. "CEIBS has more than 19,000 alumni spread across 80 different countries globally, and the most extensive, elite alumni network in

China. This active and dynamic network enhances the undeniable value of the programme."

According to the *FT*'s analysis, the CEIBS MBA has also moved up:

- 5 positions within the category of aims achieved,
- 4 spots in weighted salary,
- 2 spots in value for money,
- 5 spots in female faculty, and
- 2 spots in international faculty.

The annual *FT* survey of global MBA programmes is one of the longest-running, most rigorous, and best respected rankings in the world. By topping the list of Asian schools, the CEIBS MBA has regained the #1 position it held for 7 years from 2004 to 2009 and again in 2015.

Win-win for China & India



How China and India, the two largest economies in Asia which encompass about a third of the world's population, can forge a mutually beneficial partnership by "Leveraging Complementarities", was the focus of discussions at the 5th China-India Cooperation Forum held on October 26, 2016 at the Shanghai Campus.

The Forum was sponsored by Tata Group. Participants heard from

Consul General of India in Shanghai HE Prakash Gupta, as well as both Indian and Chinese entrepreneurs, including start-up mentor and private capitalist Mr Sanjay Anandaram; Managing Director of the renowned branding agency DY Works, Ms Alpana Parida; Chairman of Shanghai Highly Group, Dr Shen Jianfang; Chairman of Shanghai Desano Group, Dr Li Jinliang and President of Tata Consultancy Services China, Mr Sujit Chatterjee.

CEIBS Dean Ding Yuan Attends World Economic Forum

CEIBS Vice President and Dean Professor Ding Yuan was among the 3,000 leaders from government, business, and civil society attending the World Economic Forum's 47th Annual Meeting which was held in Davos, Switzerland from January 17 to 20. Chinese President Xi Jinping opened the meeting with a keynote speech, and led the largest-ever delegation of Chinese officials there since China began participating in the Forum in 1979.

Discussions at the Forum were focused on the theme "Responsive and Responsible Leadership". The sessions were organised around four critical leadership challenges for 2017 – re-shaping global cooperation, revitalising growth, reforming market capitalism and preparing for the Fourth

Industrial Revolution. Dean Ding, together with former Deputy Managing Director of the International Monetary Fund Mr Zhu Min and Chairman of China's State-owned Assets Supervision and Administration Commission Mr Xiao Yaqing were among the panellists during a discussion titled "China and the World". Dean Ding also joined President of China UnionPay Mr Shi Wenchao in a session titled "China Growth".

Many international and Chinese media asked Dean Ding to weigh in on some of the economic and business issues being discussed, including *Thomson Reuters*, *Forbes*, *Time*,



Bloomberg, *Swiss TV*, *The Economist Radio*, *Financial Times*, *Xinhua News Agency*, *CGTN* - the former *CCTV International*, *Phoenix TV*, *Yicai Global TV*, *Sina.com*, *Caixin*, and *Tencent*. His engagement in this prestigious global platform demonstrates CEIBS' role as a bridge that links China and the rest of the world, and the school's position as an important source of knowledge in the context of globalisation.

Romano Prodi Gives Keynote



Former President of the European Commission Romano Prodi spoke at an intimate gathering of CEIBS international students and alumni that was held November 18, 2016 ahead of an invitation-only dinner at the school's Shanghai Campus. Prodi is also the former Prime Minister of Italy and a Member of the CEIBS Board, and as CEIBS President Li Mingjun noted, his insights are invaluable for members of the CEIBS community who are doing, or plan to do, business at the global level. In a wide-ranging speech Prodi explored the reasons behind Brexit and drew parallels between the shift in sentiments in Europe and the results

of the US election.

“There is a general change,” he said. “Europe has a new political shape. [Meanwhile] in the US, an individual has taken power of a party and changed it completely.”

The Brexit vote, which will see the UK leave the European Union, has raised questions about the future of London as an international financial hub. Pre-Brexit London had made strategic moves to deepen financial ties with China, embracing trading in the RMB and defying the US by signing onto the Asian Infrastructure Investment Bank (AIIB). Prodi believes there will be tough negotiations ahead as the City of London tries to hold onto its

skilled employees and its position in the global world of finance. “It will not be a peaceful negotiation, and one of the weapons will be to protect the City with low taxation,” he said. “They will try the same [pre-Brexit] strategy now, but harder, because China will be more prudent. There will be a lot of storms in the world’s financial markets.”

He ended his speech by stressing that despite all the current challenges he is not pessimistic. However he stressed the need for the emergence of a statesman who “understands this historical challenge” and for the politicians in office to have discussions with the “anti-system” factions in order to avoid mistakes of the past.



New Leadership at CEIBS Lujiazui Institute of International Finance

Former Chairman of the Industrial and Commercial Bank of China (ICBC) Dr Jiang Jianqing has been appointed Director of the influential think tank CEIBS Lujiazui Institute of International Finance (CLIF). He is joined there by Dr Sheng Songcheng who is Adjunct Professor of Economics and Finance at CEIBS and Counsellor to the People's Bank of China.

The appointments, which were announced in November 2016 after consultations between CEIBS Management Committee and the Board of CLIF, come on the heels of both men joining CEIBS faculty earlier in the year. Dr Jiang Jianqing became Adjunct Professor of Finance in July, and Dr Sheng Songcheng joined in October as Adjunct Professor of Economics and Finance.

Based in Shanghai, CLIF serves as an open and international platform for academic exchange while focusing on studying the development of the financial industry and the improvement of relevant legal systems. It also provides first-class consulting and training services to financial institutions, regulators and legislators. CLIF is committed to becoming an influential think tank for the development of Shanghai as an international financial centre and a platform for China-EU academic exchange.

New Family Office Programme Begins

The Opening Ceremony for the CEIBS 2016 Family Office Programme was held at the Shanghai Campus on December 2, 2016. The new six-month programme, co-developed by the CEIBS Shoushan Centre

for Wealth Management and the Executive Education department, will develop participants' understanding of the core objectives of family offices, which are created to support the long-term financial needs of a family business group. Centre Director and Zhongkun Group Chair in Finance

Professor Oliver Rui told the Programme's 40 participants that they will be the first generation to operate Chinese Family Offices.



350 Biz Plans Submitted to E-Platform Start-up Competition

More than 350 business plans were pitched for CEIBS Entrepreneurship Platform's (E-Platform) 2017 Start-Up Competition which was held on January 19. The pitches were vetted by judges from more than 30 venture firms, including eDaixi, Buding, Founder H Fund, Junlian Capital, Cathay Capital, Plug & Play, and Cybernaut Group. The judges' top three picks were Edianzu (business services), Ying Wei Media (cultural creative) and code to play plus (cultural creative). The Most Popular Award went to Ev char (energy/internet).

Those who created the top three business plans will receive a full or partial scholarship from a venture capital firm if they pass the CEIBS interview. Winners of the "Most Popular Award" will be given the opportunity to attend any of the modules for the fifth course of CEIBS Maker Camp, to learn and work with outstanding entrepreneurs in the CEIBS classroom.

The E-Platform has been actively bringing together entrepreneurs and investors through its Start-Up Competition. There were 200 ambitious business plans submitted to its 2016 Start-Up Competition which kicked off on October 28, and was judged by investors from more than 30 venture institutions, including Cathay Capital, Share Capital, Ginkgo Capital, and Fenghou Capital. Nine CEIBS alumni had projects make it to the competition's final round last year. In the end, the judges gave top marks to three plans: Innjia (internet/consumer/finance), Mua BaoBao (baby music) and Shen Zhou Yin (an early childhood education platform). The "Most Popular Award" went to Famiku (indoor entertainment).

Another vital element of the E-Platform's strategy is providing access to a wider global view. From November 28 to December 3, 2016, CEIBS President Professor Li Mingjun led a group of participants on an overseas trip to explore the innovation and entrepreneurship ecosystems of San Francisco and Los Angeles. The group visited top business schools, research and investment institutions, incubators, and enterprises in the two cities, including Facebook and the Stanford Virtual Human Machine Interaction Lab.



Recognising Excellence

There is growing recognition for CEIBS and its faculty. These are among the most notable recent accolades:

CEIBS Awarded Honorary Title

The CPC Shanghai Municipal Organisation Department and the Shanghai Municipal Education and Health Working Committee jointly awarded CEIBS the “College Campus for Shanghai Cadre Education and Training” designation in a ceremony on October 29, 2016. Since early 2012, CEIBS has held a series of highly-regarded seminars on economic development and business transformation for the city’s cadres. CEIBS will continue to develop these courses to meet ever-changing training needs. During the ceremony, the Shanghai Cadre Education Leading Group Office presented CEIBS Professor of Management Zhu Xiaoming and Associate Professor of Strategy Weiru Chen with the Honorary Seminar for Shanghai Cadres Teacher Award.

CEIBS & Prof Zhao Xiande Lead Operations Management Research in Asia

Professor of Operations and Supply Chain Management Zhao Xiande was named among Asia’s top scholars in Operations Management, and CEIBS one of the leading Asian institutions in this field, according to the findings of a study published by the *International Journal of Production Economics* in December 2016. Prof Zhao, who is Director of the CEIBS-GLP Centre of Innovation in Supply Chain Services and Co-Director of the CEIBS Centre for Automotive Research, is ranked first in terms of his connectedness to other scholars in the field, and most papers published, and third in the ranking of most influential scholars. CEIBS was fifteenth on the study’s ranking of institutional connections and being “in the

know”, and eighteenth in the ranking of most influential institutions.

The study, titled “Emergence of Asia and Australasia in Operations Management Research and Leadership” is the first to look at the origins of operations management research leadership in Asia, and identifies the leading authors and institutions from the region (including Australasia) and maps their networks. Its findings are based on data of all papers published in the *Journal of Operations Management* (JOM), *International Journal of Operations and Production Management* (IJOPM) and *Production and Operations Management* (POM) from 2001 through 2015 – a total of 420 papers. These journals were chosen as they are considered to be broad in scope and rated highest on the measure of relevancy in the field of operations management.



Global Thought Leader List Taps CEIBS Faculty

CEIBS Associate Professor of Strategy Weiru Chen and Associate Professor of Management Han Jian have been named to the Thinkers50 Radar list of 30 “management thinkers most likely to shape the future of how organisations are managed and led”. The list “recognises the talent of up and coming management gurus” from around the world, according to its compilers.

Prof Weiru Chen’s research is centred on firms’ innovation and organisational transformation, especially on how platform strategy changes business dynamics and human life. Prof Han Jian’s research and teaching efforts focus on human resource management, especially on how to improve the world of work through talent management and organisational change. She is also Co-Director of the Centre on China Innovation at CEIBS.

Prof Chen Shimin Wins JMAR Best Paper Award

A paper co-authored by CEIBS Associate Dean and Professor of Accounting Chen Shimin has won the 2017 *Journal of Management Accounting Research* (JMAR) Best Paper Award. The JMAR is a premier research journal published by the Management Accounting Section of the American Accounting Association. The Award is presented annually to the JMAR paper deemed to have the greatest potential impact on management accounting research. The award was announced at the Management Accounting Section Mid-Year Meeting held in Puerto Rico, January 4-7. The paper is titled “Determinants and Consequences of Transfer Pricing Autonomy: An Empirical Investigation” and Professor Chen’s co-authors are Clara Xiaoling Chen, Pan Fei and Wang Yue.

8 CEIBS Alumni Among China’s Top CEOs

Eight CEIBS alumni are among the top 100 CEOs in China according to *Harvard Business Review China*. The publication’s 2016 Top 100 CEO scorecard which was announced in November 2016 looks at shareholder return and the market capitalisation of the company to evaluate the long-term performance of each CEO for their entire tenure in office. It is the first time that this methodology has been used by the China edition of *HBR* to measure the country’s leading CEOs and it gives credible benchmarks that top executives can aim for.

The CEIBS alumni who made this Top 100 CEO list are:

- #8 Dong Mingzhu (CEO 2006), GREE Electric Appliances;
- #11 Pan Gang (EMBA 2002), Inner Mongolia Yili Industrial Group;



- #14 Shen Ya (CEO 2014), Vipshop.com;
- #19 Pan Zhengmin (CEO 2011), AAC Technologies Holdings;
- #21 Ma Jianrong (CEO Leadership 2011), Shenzhou International Group Holdings Limited;
- #34 Ni Lin (EMBA 2004), Gold Mantis;
- #43 Liu Xunfeng (EMBA 2009), Double Coins Holdings; and
- #78 Ding Shizhong (CEO 2014), ANTA Sports.

Academic Honours for Outstanding Faculty

CEIBS faculty continue to make significant contributions to the world of academia, not only through their own research but also by holding leadership positions at prestigious scholarly journals and major academic organisations in China and around the world.

For example, Vice President and Dean Professor Ding Yuan is Associate Editor of “European Accounting Review (EAR)”, which publishes high quality accounting research manuscripts. He has editorial responsibility for submissions related to financial reporting, governance and ethics.

Professor of Strategy and International Business Klaus Meyer is both Area Editor and Consulting Editor of the prestigious “Journal of International Business Studies (JIBS)” as well as Member of the Editorial Review Board of “Strategic Management Journal (SMJ)”. Editorial Review Board members of many highly regarded journals play a role in the selection of published material, as their opinions and expertise are relied upon during the vetting of submissions. Among other CEIBS faculty in that role is Associate Professor of International Business and Strategy Shameen Prashantham, who is on the Editorial Review Boards of both “JIBS”

and the “Journal of Management Studies (JMS)”. Professor of Strategy Sam Park has a similar role at the “Strategic Management Journal (SMJ)”; so does Assistant Professor of Management Zhang Yu at the “Academy of Management Perspectives (AMP)”, and Professor of Management Liang Neng at the “Academy of Management Learning and Education (AMLE)”.

Prof Liang Neng is also President of the International Association for Chinese Management Research (IACMR), a scholarly association dedicated to the creation and dissemination of management knowledge with a focus on China. Meanwhile, Professor of Management Jean Lee is Chair of the Asia Pacific Leadership Council in STEP, a global applied research initiative that explores the entrepreneurial process within business families, and generates solutions that have immediate application for family leaders.



首席营销官(CMO)课程：营销新视角(模块制) 动于变革之先 行于新局之前

2017年7月12日开课，上海/北京

课程目标

与学员分享营销及相关领域内最前沿的研究成果和最新观点，深入探讨当前所面临的种种挑战，帮助CMO以更为宽阔的视野及时把握市场脉动，制定与调整营销战略，不断地为企业创造价值。

学员对象

首席营销官(CMO)、营销副总、营销总监等企业营销部门负责人。

课程内容

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- 洞悉顾客
- 营销新思考：颠覆式营销
- 定价驱动增长
- 营销前沿探索与实践
- 数字营销理论与实践
- 选修模块

* 中欧国际工商学院同时开设MBA、EMBA和在职金融MBA课程。

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课程微信



Thank You!

Three high-level executives who have made investing in CEIBS part of their long-term strategy have explained why they give back to their alma mater. President of Lianchu Securities Sha Changming (MBA2003) is involved with the school's Di Shui Quan Project; EMBA 2010 Shanghai Class 7 monitor Chen Chengping has invested in the school for three years; and Guangdong Blue Flame Media CEO Wang Yi (EMBA2006) has invested in the school for seven consecutive years. They shared their stories during CEIBS Foundation Appreciation Dinner 2016, held at the school's Shanghai Campus on October 27. Around 150 alumni donors attended the event, which was a fitting opportunity for CEIBS President Professor Li Mingjun and Vice President and Dean Professor Ding Yuan to thank alumni and alumni organisations who have contributed to the school's development.

Gratitude was also expressed to Ant Financial, Ma'anshan Rural Commercial Bank and CreditEase Group for their involvement as sponsors, and now council members, of the CEIBS-World Bank China Centre for Inclusive Finance when the Centre held an Investment Ceremony and Inclusive Finance Round Table Conference at the Shanghai Campus on December 9, 2016. The expression of appreciation came from Centre Director and Adjunct Professor of Finance Wang Jun, during his address. Ant Financial Chief Strategy Officer Prof Chen Long, Ma'anshan Rural Commercial Bank Chief Supervisor Mr Chen Qi, and CreditEase Group Senior Vice President Ms Tian Ying also participated, along with CEIBS President Professor Pedro Nueno and CEIBS Vice President and Co-Dean Prof Zhang Weijiong.

从竞技体育到健康中国，如何借势掘金体育产业？

体育休闲产业管理课程(模块制)^新

Sports & Leisure Industry Management Programme (Modular)^{New}

2017年7月开课 上海/欧洲/北美



中欧国际工商学院率先推出“中欧体育休闲产业管理课程”，旨在全面解读体育相关产业内核，引导学员洞察体育商机，拓引产业新局！课程致力于帮助体育俱乐部、体育赛事管理、体育服务业、体育用品、体育休闲等领域的高管团队于体育产业黄金时代冷静思考：企业如何玩转“大体育”？

模块一：体育休闲产业经济

模块二：体育市场营销战略

模块三：体育休闲产业战略和赛事运营

模块四：体育组织的发展与高绩效管理

海外游学一：欧洲体育产业探索之旅

海外游学二：北美体育产业探索之旅

学员对象

本课程专为体育休闲产业相关人士而设置，包括体育俱乐部、体育赛事管理与运营、体育服务业、体育用品、体育休闲等相关行业的企业高层管理者与经营人。

*中欧国际工商学院同时开设MBA、EMBA和在职金融MBA课程。

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